

COMMISSIONED BY DC CHILDREN AND YOUTH INVESTMENT TRUST CORPORATION

Do we really value our children 44% less now than in 2009?

An analysis of OST funding, FYs 2009 - 2012

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Introduction

There's more to achieving the promise of our youth than merely repeating the saying "our children are our future." Ensuring our children are prepared today to be productive and to lead tomorrow takes planning, work, and a widespread, long term commitment.

One way to assess the strength of our belief that our children are our future is to analyze financial investments and public policies and practices. Absent putting our beliefs into action—via the District budget and public policies—the saying is only a string of words.

The purpose of this analysis is to assess the public investments in out-of-school time (OST) in the District of Columbia between FYs 2009 and 2012 and identify OST-related public policies and practices. The analysis will conclude with recommendations.

There are two essential findings of this analysis. The first is that approved gross funding for OST has declined 44% between FYs 2009 and 2012. The second is that there is no citywide, planned system for out-of-school time services. This is concerning since 115,400 children and youth between the ages of 5 and 21² live in DC and spend more time out of school than in. (See Appendix A for the latest youth population details.)

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We are not hard to reach. People are just not reaching us where we are at. We want to be reached.

Young person interviewed for CYITC needs assessment¹

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Researchers have demonstrated time and again the value of out-of-school time services and programs for children and youth. Examples include:

- The American Youth Policy Forum's review of the literature about older youth and OST finds evidence to suggest benefits accrue to youth who participate in out-of-school-time activities. Improved academic performance and pro-social behavior are two benefits.³
- Beth M. Miller Ph.D. asserts in *Critical Hours* that "afterschool programs can make a difference in building the 'prerequisites' to learning, supporting not only school achievement, but long-term competence and success as well."⁴
- Fight Crime: Invest in Kids advocates using OST to support youth and prevent crime and violence. "Quality youth development programs can cut crime immediately and transform this crime time for juvenile crime into hours of academic enrichment, wholesome fun and community service." The organization backs up their recommendation with real-life experience.⁵

Much of this research is known to providers and funders in the District of Columbia. In fact, the DC Children and Youth Investment Trust Corporation (Trust, CYITC) has identified valuable resources including evaluation, program-specific reports, promising practices, curriculum and activity ideas,⁶ steps to integrate youth development principles into a current program, and indicators for OST programs.⁷ All are posted on the Trust's website <http://cyitc.org/>.

Mayor Williams moved OST forward in FY 2000 by increasing funding for OST by \$22 million. This was in direct response to work done by the DC Children and Youth Investment Partnership, a collaboration of community stakeholders spearheaded by DC Agenda's Carrie Thornhill. The partnership's work resulted in two important entities. The first was the DC government agency known as the Children and Youth Investment Fund (and later as the Children and Youth Investment Collaborative).

The second important entity was the nonprofit DC Children and Youth Investment Trust Corporation to serve as a government-public intermediary to leverage funding, drive quality, and expand access so more young people would benefit from OST programs. They should, in short, be the cornerstones of the District's OST system.

In spite of knowing what works and this dramatic infusion of resources, the District still does not have a single, citywide approach to OST. Such an approach would result in demonstrable benefits to children, youth, families, communities, and the city as a whole.

Both the Children and Youth Investment Collaborative and the DC Children and Youth Investment Trust Corporation should serve as the cornerstones of citywide, comprehensive approach to serving children and youth when they are not in school.

There is still time to make a change for the good, to turn the declining funding for OST around, making a renewed commitment to the value of OST in the lives of young people, their families, and the community.

Nationally recognized leader in out-of-school time issues National Institute on Out-of-School Time (NIOST) defines out-of-school time as including "a wide range of program offerings for young people that take place before school, after school, on weekends, and during the summer and other school breaks."⁸

For the purposes of this analysis, we are talking about children and youth between the ages of 5 and 21, to 24 when the program is designed for young people that age.

Budget Analysis

This analysis considers funding and programs operated by 11 District government agencies:¹⁰

- Commission on Arts and Humanities
- Office of Latino Affairs
- Department of Employment Services
- DC National Guard
- DC Public Schools
- Department of Parks and Recreation
- Children and Youth Investment Collaborative (also called the Children and Youth Investment Fund)
- Executive Office of the Mayor
- DC Public Library
- District Department of the Environment
- SERVE DC

Only Programs and Activities—such as Arts Learning for Youth, Mayor's Youth Leadership Institute, Aquatics, and DC Youth Advisory Council—are included in this analysis. For details, see Appendix B.

If we continue to
shortchange our
children, we will
also shortchange
our future.

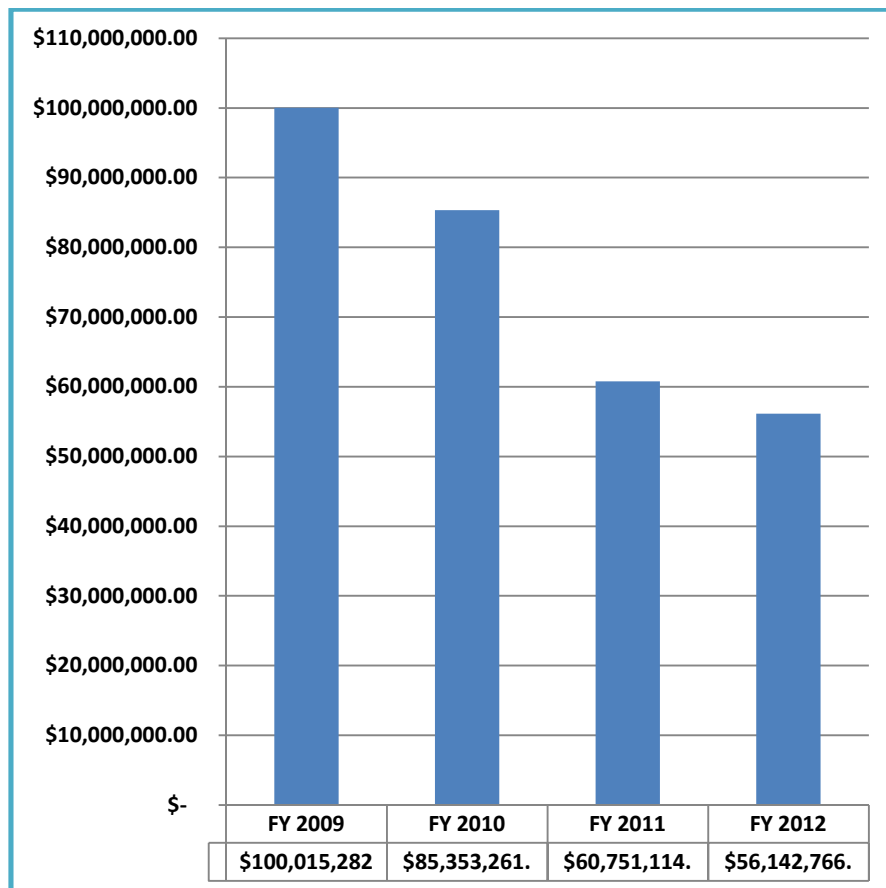
Charles Kolb,
Committee for
Economic Development⁹

DC government funding for OST declined 44% between FY 2009 and FY 2012, from \$100 million to \$56 million. The budgets for the four years covered by this analysis are shown in Figure 1.

The budgets for the District Department of the Environment and the Children and Youth Investment Collaborative were reduced by 70% and 84%, respectively between FYs 2009 and 2012, far greater than the overall OST 44% decline. These reductions amount to \$15.9 million. Non-CYITC directed earmarks in FY 2009 came to \$2.4 million. Together, these three reductions total \$18.3 million.

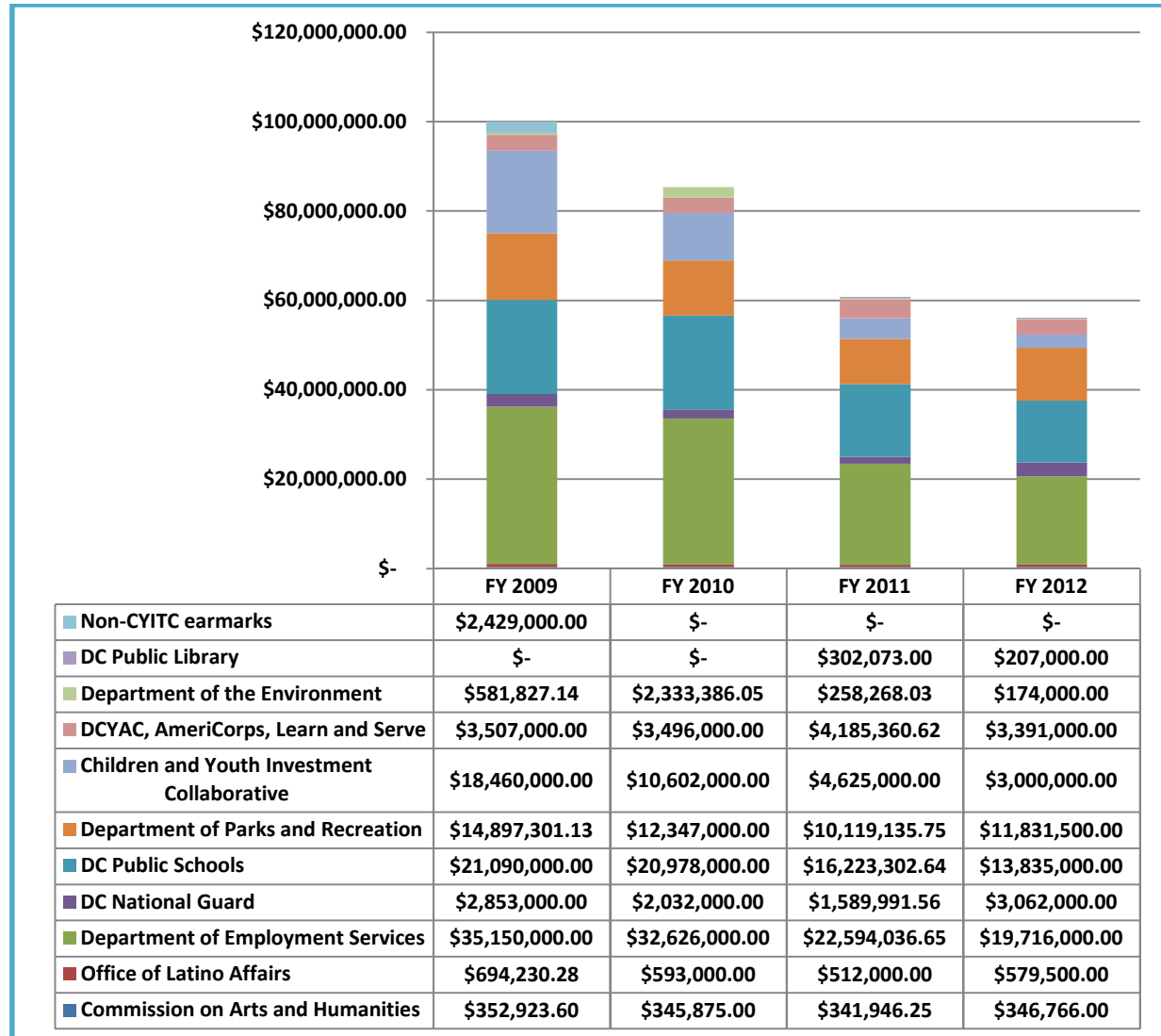
Figure 2 illustrates funding by year with agency detail and Appendix C illustrates this information in a different way, looking at agency funding and percentage of the total for each of four years. Calculations of the percentage change in funding by agency between FY 2009 and FY 2012 is reported in Figure 3.

Figure 1:
Out-of-school Time Funding, FYs 2009 – 2012
(Gross funds for approved budgets)



OST funding FY 2009 to FY 2012 = 44% decline

Figure 2:
OST Funding by Year with Agency Detail, FYs 2009 – 2012
(Gross funds for approved budgets)



Highlights FYs 2009 - 2012:

- Department of Employment Services funding = 44% cut
- District Department of the Environment funding = 70% cut
- Children and Youth Investment Collaborative funding = 84% cut

Figure 3:
Change in Agency Budgets between FY 2009 and FY 2012
(Gross funds for approved budgets)

Agency	Budget			
	FY 2009 approved (June 9, 2008)	FY 2012 approved (August 2011)	Change Amount	Change % from FY 2009 to FY 2012
Commission on Arts and Humanities	\$ 352,923.60	\$ 346,766.00	\$ (6,157.60)	(2%)
Office of Latino Affairs	\$ 694,230.28	\$ 579,500.00	\$ (114,730.28)	(17%)
Department of Employment Services	\$ 35,150,000.00	\$ 19,716,000.00	\$(15,434,000.00)	(44%)
DC National Guard	\$ 2,853,000.00	\$ 3,062,000.00	\$ 209,000.00	7%
DC Public Schools	\$ 21,090,000.00	\$ 13,835,000.00	\$ (7,255,000.00)	(35%)
Department of Parks and Recreation	\$ 14,897,301.13	\$ 11,831,500.00	\$ (3,065,801.13)	(21%)
Children and Youth Investment Fund/Collaborative	\$ 18,460,000.00	\$ 3,000,000.00	\$(15,460,000.00)	(84%)
Executive Office of the Mayor (AmeriCorps, SERVE DC, Learn and Serve)	\$ 3,507,000.00	\$ 3,391,000.00	\$ (116,000.00)	(3%)
DC Public Library	Unk	\$ 207,000.00	\$ 95,073.30	(31%)
Department of the Environment	\$ 581,827.14	\$ 174,000.00	\$ (407,827.14)	(70%)
Non-CYITC earmarks ¹¹	2,429,000.00	0.00	\$ (2,429,000.00)	(100%)



Not all OST funding is created equal. The Summer Youth Employment Program (SYEP) holds a special place in the hearts and minds of DC politicians and residents, especially those living in communities where resources and opportunities are scarce. It is common for adults who themselves participated in SYEP to think of the program as a rite of passage. For many parents, SYEP was their first job experience and they want their children to have the same. It's not surprising then that SYEP comprises such a large portion of approved youth-related DOES funding in FYs 2010, 2011, and 2012 (see Figure 4).

Figure 4:
Youth-related DOES Funding by Activity, FYs 2010 – 2012
(Gross funds for approved budgets)

	Funding by Fiscal Year		
DOES Youth-Related Activity	FY 2010	FY 2011	FY 2012
Year-Round Youth Program	\$8,967,000.00	\$7,456,849.77	\$7,401,000.00
Summer Youth Employment Program	\$22,776,000.00	\$14,403,554.47	\$11,564,000.00
Mayor's Youth Leadership Program	\$883,000.00	\$733,632.41	\$751,000.00
TOTAL APPROVED FUNDING	\$32,626,000.00	\$22,594,036.55	\$19,716,000.00
SYEP as % of total approved DOES funding	70%	64%	59%

**Approved SYEP funding FY 2010 to FY 2012 =
 49% decline**

Why then, if SYEP is so revered, has the approved SYEP budget been reduced between FY 2010 and FY 2012? There are a number of reasons. The first is that the approved budget does not tell the whole story. There is no reason that the approved budget cannot be supplemented with new revenue or from shifted resources. This is what happened in 2010 when the mayor used federal stimulus funds to deal with SYEP cost overruns.^{12, 13} Mayor Adrian Fenty has been accused of busting the SYEP budget time and again, often ignoring the budget approved by the DC Council.

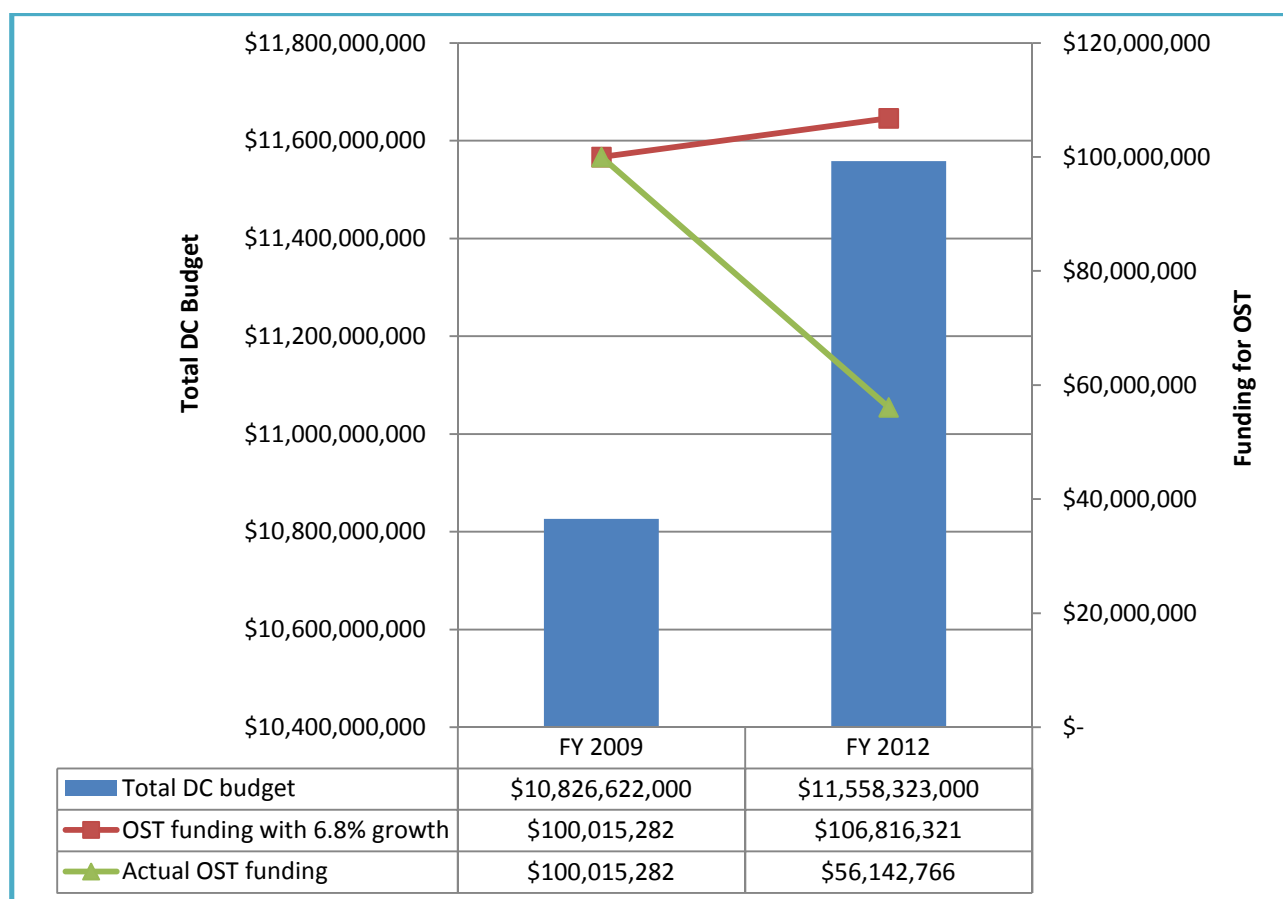
A second reason for the funding decrease is that the lower budget reflects a right-sized budget, a budget the city can manage and afford. Mayor Vincent Gray is in this camp.

SYEP program changes are the third reason. This is explained in the next section. Suffice it to say that program-level changes can affect service numbers even with a comparable budget.



Funding for OST did not have to be cut in FYs 2010, 2011, and 2012. Elected officials *could have* increased or at least level-funded agencies involved with out-of-school time as they did with other agencies and issues. Between FYs 2009 and 2012, elected officials approved 6.8% in growth in the DC budget. Had OST funding kept pace with the 6.8% growth in the DC budget, funding for OST in FY 2012 would have been \$106.8 million as opposed to the approved budget of \$56 million. This is illustrated in Figure 5.

Figure 5:
Change in DC Budget compared to OST Funding, FYs 2009 – 2012
(Gross funds for approved budgets)



**FY 2012 OST funding keeping pace
with DC budget growth =
\$106.8 million**

**FY 2012 OST funding in reality =
\$56 million**

Two of the possible reasons for the reduction in funding are first, FY 2009 earmarks created quite the backlash, and second, there is no OST *system*.

The approved FY 2009 budget included \$11.3 million in OST-related earmarks. Of this, nearly \$8.9 million was directed to CYITC for disbursement to nonprofits. The balance, \$2.4 million, was directed to seven agencies: Commission on Arts and Humanities, Department of Human Services, Department of Employment Services, Deputy Mayor for Planning and Economic Development, Department of Parks and Recreation, Justice Grants Administration, and Metropolitan Police Department. These seven agencies were directed to provide funding to 11 organizations.¹⁵

Despite criticism of the earmarks at the time, it was not until after the FY 2009 budget was approved that the discussion of earmarks and the problems associated with the *process* came to a head. Attorney Robert S. Bennett was engaged to investigate the earmark process pursuant to the passage of PR18-217, "Council Contracts and Grants Investigation Authorization Resolution Of 2009"¹⁶ on July 14, 2009. As a result of the inquiry, the DC Council banned earmarks.

Unfortunately for children and youth, the DC Council did not draw a distinction between earmarks and necessary spending. There is no reason that additional funding could not have been directed to OST programs—through CYITC or a District government agency—to operate in-house or competitively grant out.

Which leads to the second possible reason for the 44% reduction in funding for OST between FY 2009 and FY 2012: There is no OST *system* in the District. If there were a system (more on this later), the mayor's budget and DC Council changes might have considered the effects of changes made to individual agencies on the whole. Likewise, the existence of a system might force consideration of the impact of cuts on children, youth, and their families.

You should not use your parents not being there as an excuse, but sometimes it is kind of hard to like some people they might have brothers and sisters when their parents aren't there but then when you don't even have your brothers and sisters support, it's pretty hard to finish up school and then if you have your own child – trying to do that all by yourself. Cuz I know somebody they tried school, they tried the GED Program, they tried the schools that train you for just one certain career and it just never worked out because I guess they just didn't have the support.

Young person participating in CYITC needs and assets assessment¹⁴

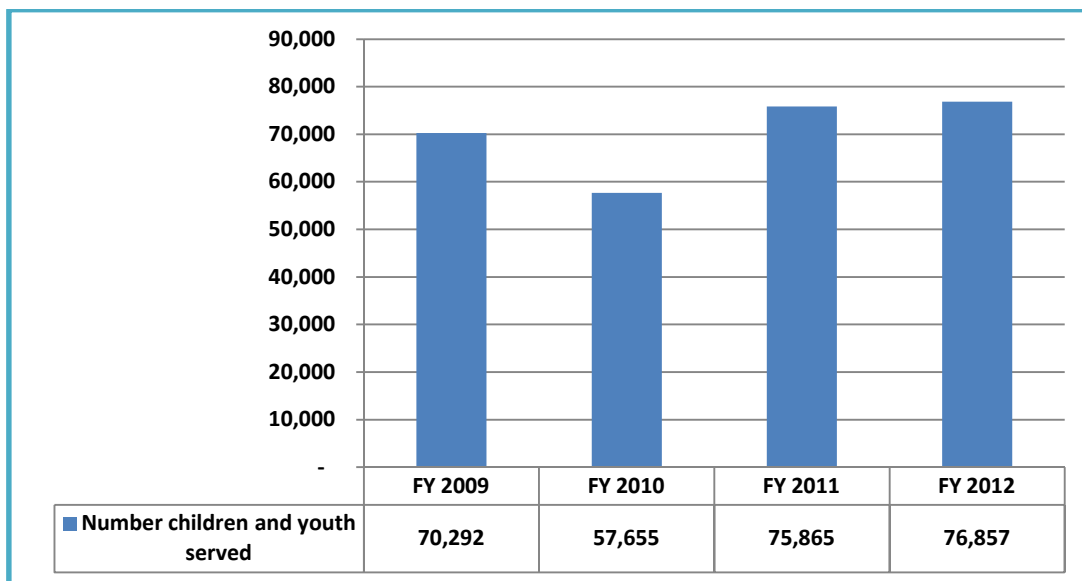
The Impact on Children and Youth

There are any number of ways to think about the impact of OST on children and youth. This analysis will concentrate on the number of young people being served and not being served and the location of services compared to where young people live.



The number of children and youth ages 5 - 21 served by the seven agencies reporting their service numbers *increased* by 9% from 70,292 in FY 2009 to 76,857 in FY 2012 (see Figures 6 and 7). The increase in the number served happened at the same time that funding dropped by 44% for the 11 agencies whose budgets are analyzed in this report.

Figure 6:
Total Number Children and Youth Aged 5 - 21
Served in Government-funded OST Programs, FYs 2009 - 2012



Nine percent increase in the number of youth served between FY 2009 and FY 2012

Figure 7:
Number Children and Youth Aged 5 - 21
Served in OST Programs by Agency, FYs 2009 – 2012¹⁷

Agency	FY 2009	FY 2010	FY 2011	FY 2012
Children and Youth Investment Collaborative ¹⁸	12,380	9,665	6,166	1,353 ¹⁹
Commission on Arts and Humanities	3,556	3,754	3,332	4,265
DC Public Schools	9,674	9,190	10,574	16,852
Department of Employment Services	23,145	20,349	15,076	13,287
District Department of the Environment	4,800	2,800	500	Unk
Executive Office of the Mayor (AmeriCorps, DCYAC)	16,737	5,948	14,546	16,000
Office of Latino Affairs	Unk	5,949	25,671	26,000

How is it possible that participation can increase when funding declines? In this analysis we are considering *approved budgets* and *actual service numbers* (save for FY 2012 when proposed numbers are counted).²⁰ The actual service numbers reflect budgets that change throughout the fiscal year.

There is also another explanation. There is more to the budget than money. The budget can include legal, regulatory, and other changes in program design. The FY 2010 budget support act, for example, limited SYEP to a "period of no more than 6 weeks."²¹ In FY 2011, DOES was able to serve more young people than would otherwise have been the case because they reduced the number of hours participants could work. Before the change, SYEP participants worked 30 hours per week. After the change, older youth worked 25 hours and younger youth worked 20 hours. Similarly, DOES was able to maximize the number served by reducing wages. According to DOES, there were few if any complaints about these changes.²²

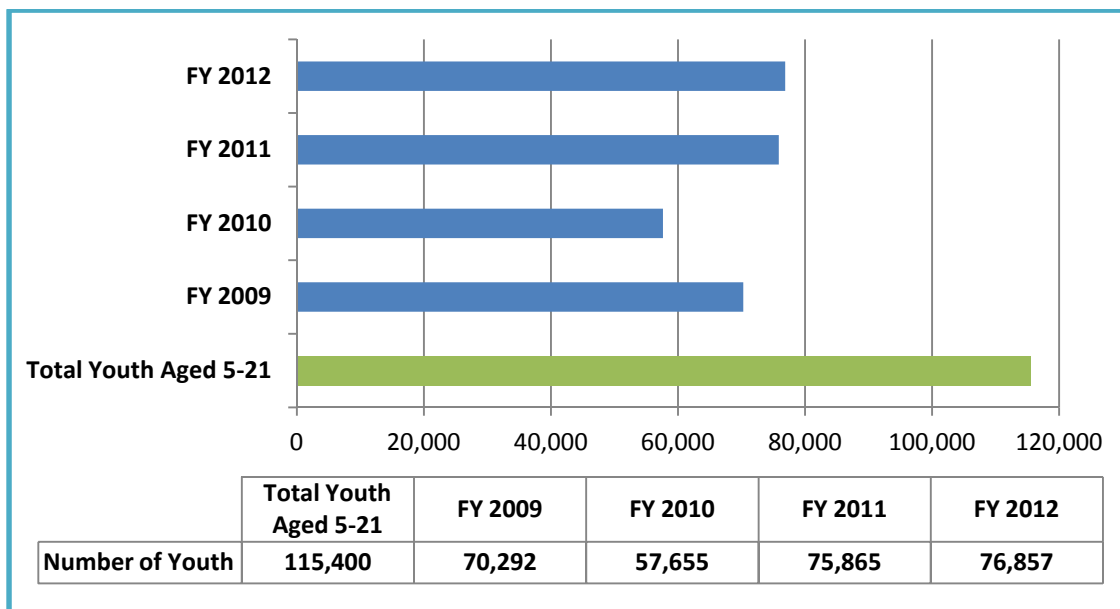
CYITC and the Department of the Environment were two exceptions to the increase in participation pattern. The number of young people served by CYITC dropped 89% from 12,380 to 1,353 (to date). The number of youth served by the Department of the Environment dropped by 90% (through FY 2011).

The flip side of the discussion about the number of children and youth served is the *discussion of the number of young people not served*. The good news is that thousands of young people between the ages of 5 and 21 were served in FYs 2009, 2010, 2011, and 2012. The bad news is that thousands were not. **In FY 2010, for example, at least 57,745 children were not served by OST programs.** Figure 8 illustrates this.

What's so problematic about serving only a portion of the young people in the city? From a youth development perspective, a great deal. The purpose of the programming is to meet the developmental needs of young people and engage them in appropriate ways. Consider Brainfood. They are the kind of organization we usually think about when we think of OST. Kids learn cooking skills. But Brainfood also provides an environment in which young people can further develop their social, civic, cognitive, and emotional competencies. This is important for all kinds of kids, from those traditionally referred to as the "good" kids to those who are at risk for any number of negative behaviors and life trajectories. The ultimate goal, of course, is to have as few young people end up at risk. In this way, OST programs serve as a preventive measure, helping young people navigate a positive path in life.

There is a legitimate argument to be made that regular access to and participation in OST programming can help bolster youth resiliency and thus help repel negative influences. In fact, one of the reasons the DC Children and Youth Investment Partnership came into being was youth delinquency and crime and the relationship between school engagement and youth delinquency and crime in addition to the relationship between quality and interesting OST programs for teen and youth delinquency and crime. As was mentioned in the introduction, Fight Crime: Invest in Kids is a strong and vocal advocate for using OST to support youth to prevent crime and violence.

Figure 8:
Number Children and Youth Aged 5-21 Served in OST Programs Compared to Youth Population, FYs 2009 – 2012



The percentage of young people served changes each year.

In FY 2010, it was 50%.

In FY 2012, it is estimated to be 67%.

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There is no hard and fast rule in OST programming about the location of a particular program. Some programs are close to a child's school while others are proximate to home. Some programs may change locations easily. They may, for example, locate in one school one year and move to another school the next. Other programs, such as those requiring specific facilities, do not have such flexibility.

Some young people may attend a particular program even as they change schools or living situations. This is particularly common with teens.

What is most important about locating programming is that children and youth are served. And this was an explicit goal in the creation of the Children and Youth Investment Collaborative and the DC Children and Youth Investment Trust Corporation, to increase the number of children served, especially those in underserved areas. In FY 2011, for example, the Trust directed 46% of funds to serve young people in Wards 5, 7, and 8, those wards with the largest population under age 21.

The data in Figure 9 compares the number of facilities involved in OST by ward in FY 2012 to the number of children and youth living in each ward. Except for Ward 2,²⁴ the wards are about equally well served or underserved depending on your perspective, based on the number of facilities alone. Unfortunately, distribution of facilities housing OST programs is not sufficient. Poverty, employment status of parents, neighborhood environment, family and other ties, and more play a significant role in child and youth outcomes. This is not new; the Williams Administration's Safe Passages effort in 2000 found an "insufficient supply of cultural and recreational supports, particularly in areas of highest need where youth comprise a significant portion of the population."²⁵

The Trust's map of public and private OST resources available in FY 2011, a different take on the information in the figure below, can be seen in Figure 10.

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Youth violence is a symptom of a broader crisis: our failure to fully support and engage young people in their own development. Dramatic reductions in youth violence can only be achieved by transforming the experiences of whole communities, of young people and their families. The reality is that when young people seek to walk away from violence, they need positive opportunities to turn to.

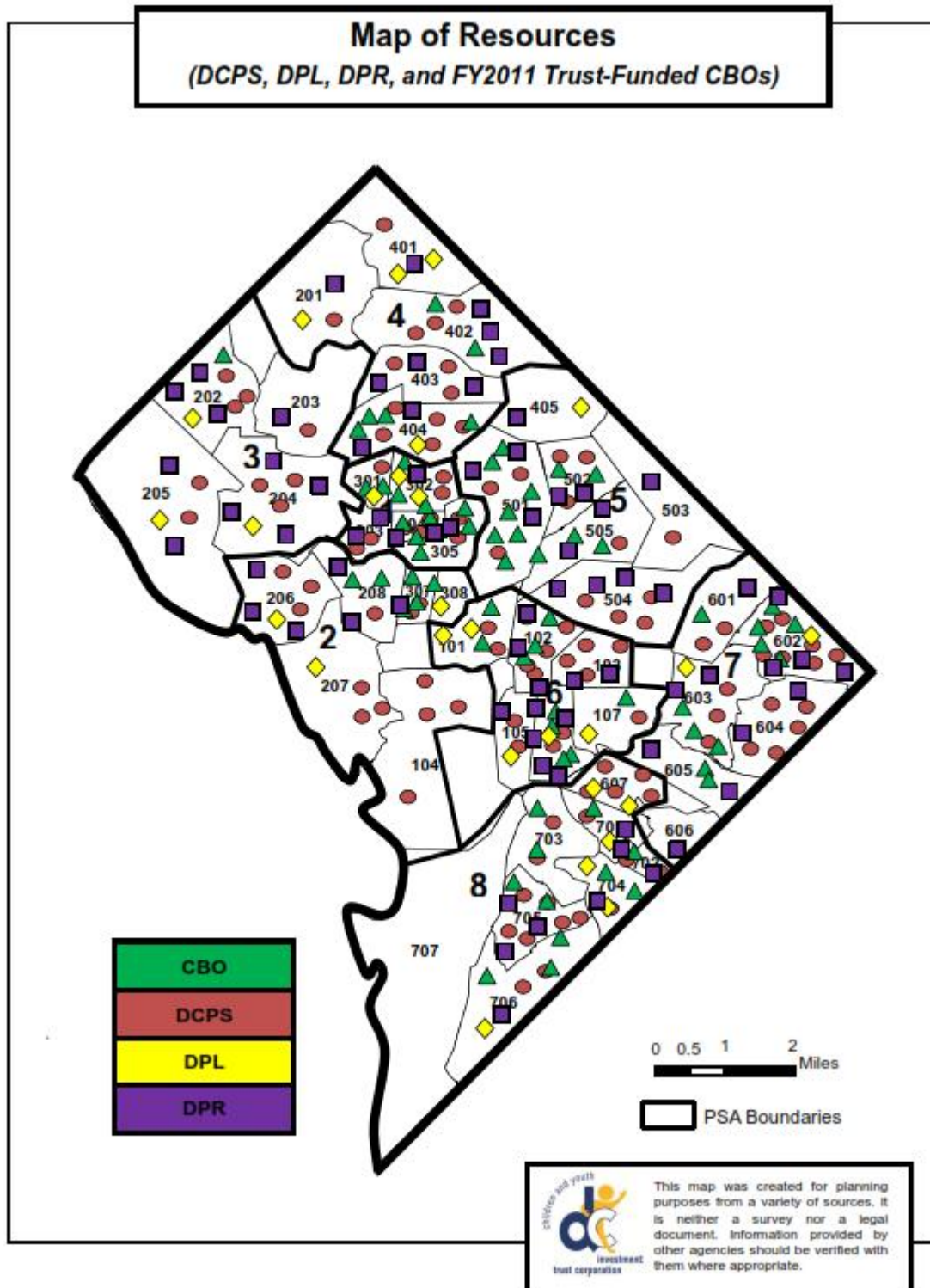
DC Positive Youth Development Task Force²³

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**Figure 9:
Facilities, Youth Census, and Poverty by Ward²⁶**

	Ward							
Facilities (FY 2012)	1	2	3	4	5	6	7	8
Nonprofits funded by DC Children and Youth Investment Trust Corporation FY 2012 (year-round programs)	15	3	2	6	5	6	12	16
DC Public Library	2	3	4	3	2	5	5	4
DC Public Schools	11	9	10	15	16	18	20	20
Department of Parks and Recreation	7	5	10	9	12	7	11	8
Total # facilities	35	20	26	33	35	36	48	48
	Ward							
Youth Population (2010)	1	2	3	4	5	6	7	8
Ages 5 - 9 years	2,271	1,109	3,054	4,078	3,174	2,448	4,484	5,529
Ages 10 - 14 years	1,967	890	2,383	3,858	3,338	2,117	5,016	5,472
Ages 15 - 19 years	4,423	6,648	4,393	3,903	5,435	2,707	5,866	6,544
Ages 20 - 21 years	2,773	7,387	2,819	1,582	3,342	1,690	2,068	2,632
Total population of youth ages 5 - 21	11,434	16,034	12,649	13,421	15,289	8,962	17,434	20,177
	Ward							
Youth ages 5 - 21 by facility								
	327	802	489	407	437	249	363	420
	Ward							
Youth Poverty (2006 – 2010)	1	2	3	4	5	6	7	8
Number of youth under 18 years old in poverty	27.3%	12.0%	2.4%	13.3%	27.7%	31.8%	40.3%	48.3%

Figure 10:
Map of Resources for Children and Youth, FY 2011²⁷



Role of the DC Children and Youth Investment Trust Corporation in OST

Pre-CYITC History

Starting in 1999, the DC Children and Youth Investment Partnership convened intensive year-long stakeholder engagement process with the goals of increasing the quality and quantity of OST. The mission of the partnership was to

transform the District of Columbia into a place where all of the city's children and youth have access to a seamless web of high quality services and challenging opportunities to learn and grow through a network of nurturing families, caring neighborhoods, and safe and enriching centers of learning in and out of school.²⁸

The work was driven by a range of data that painted a picture of unsupervised youth, youth crime, and poor educational outcomes for youth. A 2002 report²⁹ on the status of the partnership captured some of what initially drove the work:

- Average SAT scores in DC public schools were about 200 points below the national average
- The death rate for 15-19 year olds by accident, homicide, or suicide was close to three times the national average
- An estimated 45,000 youth between the ages of 5 and 17 in DC were left unsupervised during after-school hours in 1997

One of the key takeaways from the partnership's work was the idea that the city needed an organization that would concentrate on the various components of a quality OST system—namely quality, capacity building, and convening. The new organization would receive and grant out government funds, at the outset from the Children and Youth Investment Fund, and use the government funds to leverage additional resources from local and national foundations and the federal government. Finally, the nonprofit would address the gap between the number of children and youth served and the number of young people living in the District of Columbia. A significant part of this would be addressing the dearth of services east of the Anacostia River.

The founding of the DC Children and Youth Investment Trust Corporation in 1999 was one of two significant outcomes of the work, the other being the creation and funding of the Children and Youth Investment Fund, a DC government agency (on paper only).

Capacity building

Since the Trust was founded, they have provided a wide range of assistance to nonprofits. In the early days, capacity building technical assistance—such as board development, bookkeeping and accounting, data collection, and development—was provided to organizations which were not awarded grants but which had applied. More recently, much of the capacity building efforts undertaken by the Trust with grantees surround data and outcome information collection and reporting, implementing work in such a way to achieve commonly accepted youth development outcomes, and all facets of evaluation.

Quality

The Trust has been interested in the provision of quality services to children and youth since they were founded. Work in this area includes evaluation, promoting use of best practices by grantees and partners, training, and regular monitoring. Specific efforts related to quality are described in Figure 11. Highlights are:

- The Program Assessment and Assistance System (PAAS), "is a comprehensive set of instruments and procedures, created with input from program providers, which evaluates and helps develop the work of youth and family serving programs."³⁰ The system is now used with all traditional (OST) Trust grantees along with DC Public Schools after school programs. The Trust has trained DCPS OST managers how to implement the system and anticipates other government agencies to adopt this quality system within the next year.
- Of the organizations participating in the Urban Institute Performance Measurement Pilot Project, 25 of 27 organizations completed the pilot program, for a 93% retention rate; and the 73% of participating organizations planned to continue using the pilot's indicators and data collection techniques.
- The AED Evaluation of Out-of-School-Time Programs found that young people felt additional connectedness to their community and to one another through their interaction in the program. The evaluation also found that youth felt supported and safe in their afterschool programs.

The Trust also reports that consistency of programming matters, an idea supported in the research. The Project My Time Follow-Up Study, performed by Tandem Conglomerate, Inc., sought to learn additional information about Project My Time.³¹ Specifically, the study was interested in determining if there was a change in student academic achievement and school behavior including attendance and suspensions among the students who participated in Project My Time program in school year 2008. What Tandem found is telling:

- School days absence percentage has increased in 2009 by 14%.
- The number of incident reports received by PMT students has increased in 2009.
- The percentage of failed Math grades has increased in 2009 by 6% and failed English grades increased by 7%.³²

The findings are not a surprise and speak not to the failure of Project My Time but to what happens when youth do not have access to consistent programming. The Harvard Family Research Project has said this about consistency:

While it is true that after school programs have the potential to impact a range of positive learning and developmental outcomes, the reality is that some programs are not maximizing this potential. Research and evaluation point to three primary and interrelated factors that are critical for creating positive settings that can achieve positive youth outcomes: (a) access to and sustained participation in the program; (b) quality programming and staffing; and (c) promoting strong partnerships among the program and the other places where students are learning, such as their schools, their families, and other community institutions. When these three factors are successfully addressed, after school programs are most likely to be able to realize their goals and achieve successful outcomes for youth.³³

Figure 11:
Examples of Quality at
DC Children and Youth Investment Trust Corporation,
FYs 2010 and 2011³⁴

Needs Assessment/Asset Mapping or DC Youth: The project was conducted by the Trust and George Washington University and focused on the goal that children and youth develop positive behaviors. The qualitative assessment will allow for a more in-depth examination of perceptions of youth needs and challenges they currently face from the views of different stakeholders including prevention and treatment experts, educators, parents, youth, businesses, community based organizations, local clinics, and funders. The full report will serve as a starting point to where a more in-depth focus is needed.

Grantee Evaluation: The Trust is currently assessing the quality and outcomes produced by grantees. The Trust is interested in evaluate twelve youth development outcomes with all Trust-funded participants. Participating grantees will be required to complete an external evaluation using evaluation guidelines provided by the Trust.

Grantee training: The Trust provides regular learning opportunities to grantees. Examples include Recruiting and working with an external evaluator, what are measureable outcomes, and how to apply outcomes to your work, Getting Started in Performance Management: Helping Youth Serving Organizations Move from Measurement to Results, Overview of performance management principles and techniques to help youth-serving nonprofits get started with or refine existing performance monitoring systems, Logic Modeling and Process Evaluation, and Summative Evaluation.

Improving the Summer Youth Employment Program: The Department of Employment Services engaged the Trust to support program improvement and to comply with council legislation. Along with the George Washington University, the Trust developed an evaluation process. The point of the evaluation was to determine the extent to which SYEP is reaching the intended population and providing quality programming and an outcome evaluation which looks the short term behavior changes in the youth participants.

AED Evaluation of Out of School Time Programs: The Trust contracted with AED in April 2009 to evaluate the overall effectiveness of the Trust's Out of School Time (OST) Programming and to identify participant outcomes through data collection, analysis, and interpretation. Key Findings:

- Programming provided support to youth from caring adults.
- Projects took on a wide range of focus areas and enjoyed balanced activities.
- Students felt additional connectedness to their community and to one another through their interaction in the program.
- Youth felt supported and safe in their afterschool programs.
- Grantees utilized resources for staff development and program activities.

Convening and organizing

CYITC has been instrumental in bringing together and facilitating working relationships between the various parties—nonprofits, nonprofit grantees, local and national funders, business, academia, and the public sector.

An exceptional example is the annual youth development citywide conference. The event provides support, technical assistance, and moral boosting to grantees and other nonprofits. All nonprofit community-based organizations along with government agencies are invited to participate. At the FY 2010 conference, grantees convened for a day of pre-conference meetings focusing on grant guidelines and the specific needs of grantees. The second day offered a resource fair, plenary and breakout sessions on various resources and products to grantees and others. Attendees at the FY 2011 citywide conference selected from 10 workshops and participated in a resource fair to expand and deepen relationships. More than 200 attended the conference in 2011. The event was so well received that the Trust is undertaking fundraising for the FY 2012 conference.

CYITC has hosted and staffed summer planning for a number of years, fulfilling one of the original promises of the DC Children and Youth Investment Partnership. Each year, the Trust brings together for the annual citywide strategy sessions senior leaders in Department of the Environment, DCPS, DC Public Library, Department of Parks and Recreation, Department of Employment Services, MPD, and approximately 30 community-based nonprofits. The work revolves around ensuring services are coordinated, resources are maximized, and the city serves the maximum number of children and youth possible within funding constraints.

Hearing from young people

Over time, the Trust has assessed the needs and assets of young people across the city. The latest, conducted in 2011, serves as a reminder of the deep commitment at the Trust to meet the needs of all youth in the city, but especially those who are typically underserved. The assessment, according to the Trust, "is intended to provide valuable data for planning for youth services to continue to increase outcomes."³⁵

Youth engaged in the assessment provide the most important takeaways:³⁶

"We are not hard to reach. People are just not reaching us where we are at. We want to be reached."

"If they gave different programs to fit the criteria to why you were locked up, services that help you specifically, maybe even invest in psychologists."

"And I know some kids that's been in gangs because they don't have a family or their parents are in drugs and not taking care of them so they go see their gang members for love and appreciation and acceptance."

CYITC plans to use this information to inform their work going forward—from granting, to training, to evaluation, to capacity building.

OST public policies and practices

There is no coherent vision guiding out-of-school time policies, practices, and funding in the District of Columbia. Instead, the laws and practices address specific concerns, populations, and the like. This shortcoming is not new. In fact, then-Deputy Mayor for Children, Youth, Families and Elders Brenda Donald Walker (now Brenda Donald) and then Deputy Mayor for Public Safety and Justice Ed Reiskin, said as much in the 2005 *D.C. Youth Development Strategy Implementation Plan*. Considerable work by the Williams Administration and the Special Committee on the Prevention of Youth Violent Crime (then chaired by Ward 7 Councilmember Vincent C. Gray)

revealed that while the District has made significant investments in children and youth, our city does not have a comprehensive youth development plan nor the infrastructure to implement coordinated strategies to address the needs of young people, particularly older youth.³⁷

Official public policies and practices

Chapter 3 of Title 29 of the District of Columbia Municipal Regulations, governing the licensure and operating standards for child development facilities³⁸

In 1997, the Department of Health published final rules governing the licensure and operating standards for child development facilities. The final rules governed issues such as group size, health and safety standards, and staff education and training.

Children and Youth Investment Fund/Collaborative

There are two parts to what is known variously as the Children and Youth Investment Fund, Children and Youth Investment Collaborative, and CYITC.

The first is the 1999 legislation creating the "Children and Youth Initiative", B13-161, "Service Improvement and Fiscal Year 2000 Budget Support Act of 1999." This legislation introduced by the DC Council chair on behalf of Mayor Anthony Williams, was to "provide out-of-school programs for District of Columbia children and youth."³⁹ In fact, Williams introduced this initiative (and the Children and Youth Investment Fund as part of the budget) at least in part to fulfill his vision for children and youth:

To create a seamless web of high quality services and challenging opportunities that promotes the healthy development of the city's young people through a network of nurturing families, caring neighborhoods, and safe and enriching centers of learning in and out of school.⁴⁰

Key provisions of the legislation of the enabling legislation are:

- The mayor shall make grants to a single nonprofit organization, one which itself does not provide services
- At least 95% of the funding directed to the nonprofit shall be directed to organizations providing services to children and youth
- The executive and legislative branches nominate non-voting members to serve on the board; they are to be subject-matter experts (See Appendix D for the complete legislation.)

In budget terminology, the "Children and Youth Initiative" was called "Children and Youth Investment Fund" in the early years and "Children and Youth Investment Collaborative" more recently in the city budget. No matter its name, it is an agency in the District government, albeit an agency that serves only as a pass-

through for funding for "a single non-service provider, nonprofit organization."⁴¹ Figure 12 is a snapshot of the FY 2003 Children and Youth Investment Fund budget chapter and Figure 13 is one of the FY 2012 budget chapter.

The second part is the DC Children and Youth Investment Trust Corporation, a nonprofit organization founded to coordinate out-of-school time services, improve quality, and expand access so more young people could benefit from valuable programming. CYITC was also deemed the one organization that would receive the government money and to support OST.

Figure 12:
Snapshot of FY 2003 Children and Youth Investment Fund Budget Chapter⁴²

(JY0)

Children and Youth Investment Fund			
Description	FY 2002 Approved	FY 2003 Proposed	% Change
Operating Budget	\$0	\$5,000,000	N/A

The mission of the Children and Youth Investment Fund is to provide funds to the Children and Youth Investment Trust Corporation, a non-profit agency that disburses grants to community-based service providers. The overarching purpose of the fund is to support a seamless approach toward the development of policy, planning, and service delivery for children, youth, and their families.

The fund, administered by the Children and Youth Investment Trust Corporation, was established as part of the FY 2000 budget. The corporation was created to receive funding designated under the Children and Youth Initiative Establishment Act of 1999. The fund is best understood in the context of the Mayor's Safe Passages plan. Its focus is supporting services benefiting the social, academic, and physical development and well being of District children and youth.

Did you know...	
Grants supported by the fund in FY 2001	49
Children/families supported by Early Childhood Development grants in FY 2001	690
Children and youth supported by Out-of-School Time grants per week in FY 2001	3,680
Youth per week supported by Youth Entrepreneurship program	180

Figure 13:
Snapshot of FY 2012 Children and Youth Investment Collaborative
Budget Chapter⁴³

(JY0)

Children and Youth Investment Collaborative

<http://cyitc.org>
 Telephone: 202-347-4441

Description	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change from FY 2011
Operating Budget	\$10,602,000	\$4,625,000	\$3,000,000	-35.1

The mission of the Children and Youth Investment Collaborative is to provide funds to the D.C. Children and Youth Investment Trust Corporation (CYITC), a not-for-profit organization that disburses grants to community-based providers, with the purpose of creating a seamless approach to the development of policy, planning, and services for children, youth, and their families.

DC Youth Advisory Council (DCYAC, YAC)

The DC Youth Advisory Council was created in 2002 via B14-255, "District of Columbia Youth Advisory Council Establishment Act of 2002." The purpose of the bill was to create an organized mechanism for youth input to the Mayor, the Council of the District of Columbia, District of Columbia Public Schools, public charter schools, other key decision makers in the District government, and other adult leaders in the District.⁴⁴



Thirty-two young people between the ages of 13 and 22 serve on the YAC. Of these members are three from each ward and eight at-large members who represent the juvenile justice and foster care systems.

The YAC is more than just sharing recommendations on legislation. It is fundamentally about leadership development and helping youth learn and embrace the information and skills they need to be leaders today and tomorrow.

Mayor's Youth Leadership Institute (MYLI)

Founded in 1979 to serve young people year-round, MYLI was formalized in law in 2005 via B16-0107, "Mayor's Youth Leadership Institute Act of 2005." According to the legislation, MYLI was to provide eligible District youth with programs for professional development, leadership training, and personal development including a school-year program and summer-training program.⁴⁵

Every year, 250 DC residents between the ages of 14 and 19 participate in the year-round program and 500 youth participate in the Summer Training Program. One of the most significant accomplishments of the institute was to help organize the first congressional black caucus youth brain trust.⁴⁶

MuralsDC

MuralsDC, legally known as "Anti-Graffiti Mural Assistance Program", was created in law in the FY 2008 budget support act.⁴⁷ The idea of Ward 1 Councilmember Jim Graham, MuralsDC is a collaborative project between the Department of Public Works and the Commission on Arts and Humanities. The initiative has two purposes. First, MuralsDC targets areas with graffiti or likely to be blighted by graffiti. Second, MuralsDC positively impacts

the District's youth by providing them all the resources they need to engage in this project. By offering them instruction in proper technique, the supplies that they need and spaces to legally practice and perform their developing skills, the Murals DC project promotes respect for public and private property as well as community awareness for the young people we work with.⁴⁸

Youth Development Plan Implementation Strategy

The FY 2007 budget included \$1 million to fund the city's youth development plan strategy. According to the FY 2007 enrolled BSA,⁴⁹ the plan was designed to

- (1) Increase the quality of coordination and collaboration among all stakeholders to deliver city-funded youth services;
- (2) Advance the positive youth development philosophy and policy approach;
- (3) Effectively implement youth violence prevention and intervention strategies;
- (4) Provide for consistent and sustained investment in the city's youth guided by positive youth development; and
- (5) Directly impact upon challenges affecting adolescent youth and disconnected youth.

While the strategy⁵⁰ held great promise and had significant support from the community and the DC Council, the potential was never realized in either the short or long terms. What the strategy and the work surrounding it did achieve, however, was a raised consciousness about positive youth development, out-of-school time, and the value of *quality* services for children and youth.

Programmatic outgrowths of the strategy still in use today are targeted redeployment of Roving Leaders and the intensive intervention with high risk youth.

Unofficial public policies and practices

Advancing Youth Development⁵¹

Advancing Youth Development (AYD) puts Positive Youth Development into practice in some nonprofits and DC government agencies. AYD is the curriculum developed by the Academy of Educational Development (AED). The curriculum is grounded in four learning goals:

1. Gain familiarity with the youth development approach and use this approach to explore, share, and learn new strategies for working with young people.
2. Strengthen their ability to communicate their ideas, expertise and experience to their constituencies: board members, families, co-workers, community leaders, and youth.
3. Discuss practical strategies for integrating a youth development approach into their programs.

4. Form an informal network and become ongoing resources to each other.⁵²

CYITC is the local provider of this curriculum. The Trust provides training for District agencies and providers, front line staff, and policy makers. The training has been customized for DC Public School teachers and staff as well as for Metropolitan Police Department (MPD) School Resource Officers.

As of year-end 2011, more than 3,000 youth workers have completed the 30-hour training. Staff come from more than 180 community-based organizations, Department of Employment Services, Department of Parks and Recreation, Child and Family Services Agency, and DC Public Library.

DCPS After-school programs

DC Public Schools provides after-school activities—academic and enrichment—to students at some but not all schools. Nonprofits, along with public school teachers and aides "provide a variety of unique programming options to students."⁵³ According to the DCPS website,⁵⁴ the program options vary by grade:

Elementary School Programs: Students participate in an academic power hour, which reinforces classroom lessons and skills in creative ways. Students also get to explore enrichment activities such as arts, music, theater, and dance, and wellness programming, including athletics and nutrition.

Middle School Programs: Students choose from a variety of clubs that strengthen academic skills while focusing on interesting topics like sports, theater, and journalism. Clubs meet for the first hour of afterschool time every day and are followed by additional enrichment and wellness activities.

High School Programs: Students can participate in credit recovery classes and college preparatory classes, as well as leadership, arts, athletic and recreational activities. College access and career readiness opportunities also will be available. (Note: The DCPS Afterschool Program is separate from the [official DCPS Athletics](#).)

Community and Neighborhood-Based Organization Programs

In addition to programs operated directly by our Office of Out-of-School Time, DCPS has partnered with a number of Community and Neighborhood-Based Organizations to provide additional programming to our students. These programs provide further academic, enrichment, athletic and wellness opportunities for our student population.

Only vetted nonprofits may operate in DC public schools. The vetting process considers program development, data and accountability, and administrative (safety and staffing among them) issues.⁵⁵ Many of the vetted providers⁵⁶ are funded by the DC Children and Youth Investment Trust Corporation.

Positive Youth Development

The Positive Youth Development (PYD) framework came into use in the District of Columbia during the Williams Administration. You may recall that Mayor Williams called on the government and community to develop a strategy to stop youth homicides. The DC Positive Youth Development Task Force⁵⁷—an *ad hoc* association of advocates, service providers and funders which came together around the development and

implementation of the Williams Administration *Effective Youth Development Strategy*—developed principles of a PYD framework. These principles are:

- Challenging youth to reach their full potential
- Providing youth with opportunities to make and implement decisions
- Providing environments in which young people can further develop their social, civic, cognitive, and emotional competencies
- Ensuring that necessary services and supports are available to young people
- Engaging the whole community
- Ensuring that youth are engaged by caring and supportive adult

Youth advisory bodies

In addition to the legally created YAC are two other advisory bodies for young people. The OSSE Youth Advisory Committee of DC involved between 15 and 20 high school students from across the city.⁵⁸ MPD also has a council, the MPD School Security Division Youth Advisory Council. This council started in the fall of 2002 to engage youth in community policing and problem solving, the law enforcement approach of the day. Teens aged 14-18 meet monthly during school.⁵⁹

Recommendations

As has been articulated in previous sections, there are multiple challenges related to OST programming in the District of Columbia. No challenge is too difficult to solve. This section will discuss a variety of challenges and offer solutions.

Stop the practice of one-time funding of Children and Youth Investment Collaborative

From the beginning, the Children and Youth Investment Collaborative—the government fund used as the vehicle to fund the DC Children and Youth Investment Trust Corporation—was a nonrecurring expenditure. According to *What's in it for Kids? A Budget and Program Analysis for the District of Columbia FY 2000*, while the Council was willing to fund a part of the Mayor's proposal, they were not willing to fund it at the requested level and settled on \$15 million. . . . the City Council voted in support of the Fund as a nonrecurring expenditure. . . .⁶⁰

Allocating funds on a one-time basis once, or even twice, may have made sense when the Children and Youth Investment Fund was new and untested. But that is no longer the case. Furthermore, there is no budget practice reason to maintain the one-time funding status for the Children and Youth Investment Collaborative. In fact, by keeping it as one-time funding, the allocation does not have to be included in the required five year financial plan associated with the annual budget. As a practical matter, baselining the Fund would signal that the District's elected leaders are committed to funding quality OST. More importantly, baselining would signal that the government—the city—is serious about helping young people achieve positive outcomes.

Furthermore, making the decision to end the practice of allocating funds to the collaborative on a one-time basis and adding it the Children and Youth Investment Collaborative to the Current Services Funding Level representation in FY 2014 would allow for longer term planning for youth outcomes.

Making funding for the Collaborative a regular part of the budget, of course, is predicated on the continuation of the funding at all. Funding for the Collaborative, with monies directed to CYITC, is essential. Why give money to the Trust now, after the scandals have been brought to light? Turns out there are some very good reasons.

First, only the Trust has the ability to effectively and efficiently manage the granting process, from developing RFAs, to reviewing proposals, to training grantee staff, to tracking program-level data. All of this on a large scale.

Second, only the Trust has managed to bring all the parties to the table to improve quality, coordinate services and outreach, expand evaluation, standardize language, and ensure essential training of staff. The Trust has done much to fill the void left by the absence of a citywide strategy for OST. Even if elected and appointed officials move immediately to create an OST system, CYITC is necessary.

Third, only the DC Children and Youth Investment Trust Corporation has demonstrated through comprehensive and long-term action that OST is important in the District of Columbia. As such, the whole of the community should maintain its financial commitment to the Trust for the benefit of children and youth.

Create an OST system

Creating an OST system would solve many of the problems and challenges addressed in the budget and impact on youth sections. The creation of a system would signal that the District is serious and committed to improving current and future outcomes for children and youth, their families, their communities, and the city as a whole.

OST systems, according to the Finance Project, are "shared, over-arching infrastructures that support leadership, program quality, access and participation, and financing and sustainability across multiple OST providers and agencies."⁶¹ The Finance Project has detailed the strategies associated with the infrastructure; see Figure 14.

The District already has parts of the strategies outlined by the Finance Project. And as mentioned in the introduction, the DC Children and Youth Investment Trust Corporation and Collaborative should serve as the cornerstones of the District's OST system. As it is, the Trust has been working with nonprofits, local and national funders, local policy makers, and government agencies to coordinate services, collect data, and improve quality. As a result of seeking funding from the Wallace

Foundation to fund Project My Time, the Trust helped coordinate nonprofits and DC Public Schools. The Trust's early support of the current collaborative work between the District government and nonprofits to improve 211/*Answers, Please!*, signaled widespread backing for the soon-to-be robust and up-to-date system for families and providers.

The areas requiring significant attention are common outcomes, quality, funding for evaluation, common language, and providing services for all ages.

- Collecting common information, such as name and address, will help the city determine the unduplicated count of children and youth served and the pattern of usage (youth ward of residence compared with ward of program).
- Implementing a set of common outcome measures will demonstrate the effectiveness of individual programs as well as broader policy choices. This can and should be part of PAAS and be brought to scale by including all government operated and funded programs.
- Adopting the Advancing Youth Development framework citywide.
- Bridging the middle school to high school gap is essential. Middle school is widely acknowledged to be a turning point in the lives of children. With proper direction, young people travel along a positive and supportive path. Unfortunately, too many young people, transitioning from middle school to high school fall off a cliff of programming. The solution is to increase the number of programs available to young teens.
- Offering a wider variety of programming during the summer. SYEP has come to be equated with summer offerings but they are not the same. Developing a robust array of programs will better engage and serve young people and their families.

Increase OST funding

The simple truth is that we know what works and what works requires money. Truly valuing our children and youth requires regular, consistent, and long-term funding so that all of the city's young people can benefit from OST programs. Truly valuing our children and youth means providing them with the opportunities to achieve their dreams.

Figure 14:
Conceptual Framework for OST System-building Efforts⁶²

Strategies			
Providing Leadership and Vision	Improving Program Quality	Expanding Access to and Participation in Quality Programs	Financing and Sustaining Citywide Programming and Infrastructure
Activities			
Individual leaders , usually mayors, who use their position and influence to focus attention on the need for OST programs, bring people together, mobilize public- and private-sector resources and spearhead efforts to develop mechanism for providing systemic guidance, management and support.	Technical assistance, training, higher education and professional development for OST program staff.	City-level resource and referral systems to facilitate access to existing programs	Training and technical assistance to help OST programs develop and diversity funds
Citywide governing bodies that lead, advise and monitor system-building efforts	Alignment of OST programming with school curricula to ensure that OST offerings reinforce what students learn in the classroom	Market research by system leaders to better understand the needs and preferences of local families and communities	Exploring funding options to support and sustain OST initiatives
OST intermediaries , generally independent nonprofit organizations established outside city government that foster collaboration and coordination among public- and private-sector stakeholders and mobilize resources	Quality standards and evaluation initiatives to assess program effectiveness	Outreach to families to increase awareness of OST opportunities	Advocacy at the state and local levels to build public support and influence OST policy and funding decisions
Partnerships and collaborations among local individuals and organizations that have a stake in OST, which enable them to pool knowledge and resources to support shared system-building goal	Data management systems to compile and organize information on OST programs and their operation	Program innovation to attract and better serve diverse populations of local children and youth	Business planning to lay the groundwork for the organizational and financial sustainability of OST system-building efforts
Business planning by the system leaders that identifies system-building needs, priorities and the core strategies and activities to be pursue		Building facilities and securing rent-free space for OST programs throughout the city	

APPENDIX A:
2010 Youth Population by Single Year Age and Ward, Ages 5 - 21⁶³

Age	District Total	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8
Total population (all ages)	601,723	76,197	79,915	77,152	75,773	74,308	76,598	71,068	70,712
5 years	5,543	497	237	668	842	659	563	934	1,143
6 years	5,315	449	247	670	807	609	513	887	1,133
7 years	5,047	454	233	588	791	627	471	794	1,089
8 years	5,113	455	191	556	826	648	457	928	1,052
9 years	5,129	416	201	572	812	631	444	941	1,112
10 years	5,026	415	200	508	748	656	412	941	1,146
11 years	4,944	376	173	513	773	635	425	981	1,068
12 years	4,884	384	171	469	747	629	415	990	1,079
13 years	5,047	385	185	427	806	717	426	978	1,123
14 years	5,140	407	161	466	784	701	439	1,126	1,056
15 years	5,347	411	216	400	804	764	432	1,113	1,207
16 years	5,659	404	209	456	811	831	469	1,227	1,252
17 years	6,008	501	211	438	868	890	513	1,227	1,360
18 years	9,656	1,394	1,952	1,198	739	1,267	556	1,167	1,383
19 years	13,249	1,713	4,060	1,901	681	1,683	737	1,132	1,342
20 years	12,516	1,463	3,775	1,529	750	1,694	794	1,062	1,449
21 years	11,777	1,310	3,612	1,290	832	1,648	896	1,006	1,183
Population ages 5-21	115,400	11,434	16,034	12,649	13,421	15,289	8,962	17,434	20,177
Percentage ages 5-21 of total population	19%	15%	20%	16%	18%	21%	12%	25%	29%

APPENDIX B:
Agencies, Programs, and Activities included in Analysis, FYs 2009 – 2012
and Budget Notes

Agency, Program, Activity	Served FY 2009	Served FY 2010	Served FY 2011	Served FY 2012	FY 2009 approved (June 9, 2008)	FY 2010 approved (September 28, 2009)	FY 2011 approved (December 2010)	FY 2012 approved (August 2011)
Commission on Arts and Humanities (BX)								
4000: Arts Learning and Outreach								
4010: Arts Learning for Youth	3,556	3,754	3,332	4,265	\$ 343,229.40	\$ 345,875.00	\$ 341,946.25	\$ 345,766.00
4030: Community Outreach	NA	-	-	-	\$ 9,694.20	\$ -	\$ -	\$ -
Office of Latino Affairs (BZ)								
1001: Community Based Programs								
1012: Grants Management Activity	NA	5,949	25,671	26,000	\$ 694,230.28	\$ 593,000.00	\$ 512,000.00	\$ 579,500.00
Department of Employment Services (CF)								
4000: Workforce Development								
4800: Youth Programs/Information	NA	-	-	-	\$ 35,150,000.00	\$ -	\$ -	\$ -
4000: Workforce Development								
4810: Year-Round Youth Program	611	553	391	730	\$ -	\$ 8,967,000.00	\$ 7,456,849.77	\$ 7,401,000.00
4820: Summer Youth Employment Program	21,977	19,239	14,128	12,000	\$ -	\$ 22,776,000.00	\$ 14,403,554.47	\$ 11,564,000.00
4830: Mayor's Youth Leadership Program	557	557	557	557	\$ -	\$ 883,000.00	\$ 733,632.41	\$ 751,000.00

Agency, Program, Activity	Served FY 2009	Served FY 2010	Served FY 2011	Served FY 2012	FY 2009 approved (June 9, 2008)	FY 2010 approved (September 28, 2009)	FY 2011 approved (December 2010)	FY 2012 approved (August 2011)
DC National Guard (FK)								
4000: Youth Programs								
4010: Challenge					\$ 2,794,000.00	\$ 1,966,000.00	\$ 1,522,720.74	\$ 2,992,000.00
4030: Youth Leaders Camp					\$ 59,000.00	\$ 66,000.00	\$ 67,270.82	\$ 70,000.00
DC Public Schools (G A)								
5000: Student Support Services								
2500: Afterschool Programs	9,674	9,190	10,574	9,928	\$ 16,091,000.00	\$ 15,854,000.00	\$ 11,660,732.96	\$ 10,567,000.00
5500: Athletics	Unk	Unk	Unk	6,924	\$ 4,999,000.00	\$ 5,124,000.00	\$ 4,562,569.68	\$ 3,268,000.00

Agency, Program, Activity	Served FY 2009	Served FY 2010	Served FY 2011	Served FY 2012	FY 2009 approved (June 9, 2008)	FY 2010 approved (September 28, 2009)	FY 2011 approved (December 2010)	FY 2012 approved (August 2011)
Department of Parks and Recreation (HA)								
3400: Recreational Programs								
3410: Recreational Services-Programs					\$ 6,843,500.00	\$ 6,584,500.00	\$ -	\$ -
3420: Aquatics					\$ 1,382,020.27	\$ 1,473,000.00	\$ -	\$ -
3430: Sports, Health & Fitness					\$ 577,000.00	\$ 574,000.00	\$ -	\$ -
3440: Youth Development					\$ 2,809,000.00	\$ 3,071,000.00	\$ -	\$ -
3450: Urban Camps (Summer Operations)					\$ 2,761,780.86	\$ 329,000.00	\$ -	\$ -
3460: Program Development					\$ 40,500.00	\$ 1,500.00		
4420: Environmental Activities					\$ 121,000.00	\$ 40,000.00		
4440: Therapeutic Recreation (sic)					\$ 259,500.00	\$ 274,000.00	\$ -	\$ -
4490: Score Program					\$ 103,000.00	\$ -	\$ -	\$ -
3600: Programs Division								
3605: Recreational Services - Comm Recreation					\$ -	\$ -	\$ 4,566,769.00	\$ 5,722,500.00
3610: Aquatics Program					\$ -	\$ -	\$ 238,326.00	\$ 239,000.00
3615: Sports, Health & Fitness - Organized					\$ -	\$ -	\$ 566,488.00	\$ 717,500.00
3620: Youth Development - Rowing Leaders					\$ -	\$ -	\$ 2,649,076.80	\$ 2,594,000.00
3625: Urban Camps					\$ -	\$ -	\$ 1,755,220.95	\$ 2,173,000.00
3640: Teen Programs					\$ -	\$ -	\$ 100,885.00	\$ 107,000.00
3655: Therapeutic Recreation Program					\$ -	\$ -	\$ 242,370.00	\$ 278,500.00

Agency, Program, Activity	Served FY 2009	Served FY 2010	Served FY 2011	Served FY 2012	FY 2009 approved (June 9, 2008)	FY 2010 approved (September 28, 2009)	FY 2011 approved (December 2010)	FY 2012 approved (August 2011)
Children and Youth Investment Fund/Collaborative (YF)								
1000: Children Investment Trust								
1100: Children Investment Trust	12,380	9,665	6,166	1,353	\$ 18,460,000.00	\$ 10,602,000.00	\$ 4,625,000.00	\$ 3,000,000.00
Office of Community Affairs (RP)								
2000: Constituent Affairs								
2004: Youth Advisory Council					\$ 250,000.00	\$ 198,000.00	\$ -	\$ -
SERVE DC (RS)								
2000: National Service								
2020: Ameri Corps	5,283	5,948			\$ 2,827,000.00	\$ 2,776,000.00	\$ -	\$ -
2030: Learn and Serve					\$ 430,000.00	\$ 522,000.00	\$ -	\$ -
Executive Office of the Mayor (AA)								
5000: Office of Community Affairs								
5007: Youth Advisory Council			70	100	\$ -	\$ -	\$ 172,037.89	\$ 189,000.00
7000: SERVE DC								
7002: Ameri Corps			14,476	15,000	\$ -	\$ -	\$ 3,321,031.79	\$ 3,202,000.00
7003: Learn and Serve				-	\$ -	\$ -	\$ 692,290.94	\$ -

Agency, Program, Activity	Served FY 2009	Served FY 2010	Served FY 2011	Served FY 2012	FY 2009 approved (June 9, 2008)	FY 2010 approved (September 28, 2009)	FY 2011 approved (December 2010)	FY 2012 approved (August 2011)
DC Public Library (CE)								
<i>L300: Library Services</i>								
L360: Teens of Distinction Program					Unk	Unk	302,073 \$	207,000.00
Department of the Environment								
3020: Green Jobs and Youth Programs					581,827.14	2,333,386.05	258,258.03	174,000.00
Mayor's Conservation Corps	4,000	2,000						
Green Summer	800	800						
Green Zone			500					
Non-CYTC earmarks								
					\$ 2,429,000.00	\$ -	\$ -	\$ -
TOTAL	70,292	57,655	75,865	76,857	\$ 100,015,282.15	\$ 85,353,261.05	\$ 60,751,114.80	\$ 56,142,766.00

Budget Notes

The budget allocations generally

Only DC government budget allocations are included in this analysis. It is true that some of the funding ends up in the hands of nonprofit organizations through grants or contracts and so this is included. But funding nonprofits receive from the federal government, private donations, and foundations are not. The exception is the DC Children and Youth Investment Trust Corporation since they play a special role in OST in the District of Columbia.

The starting point for this analysis was the FY 2009 Children's Budget. From the list of agencies in the children's budget, some were taken away and others were added for the purposes of this analysis. The same is true for the budget allocations. If it was an issue, an agency could change the percentage allocated to Activity. If changes were made, they were made to all four years rather than just FY 2012. Why make them retroactively? For the same reason I used them going forward in the original calculations: You have to make some decisions based on thinking at a point in time.

Agency-specific budget numbers

The Commission on Arts and Humanities budget includes money from DPW for the Murals DC Project for FYs 2010-12.

The Department of Employment Services budget information is from the approved budgets; it does not represent actual spending.

The number of children and youth served

All the agencies included in the budget analysis were asked to provide the number of children and youth served in FYs 2009 – 2011 and projected to be served in FY 2012. Not all the agencies were able to provide the data. Some of the data represents best estimates given how data is collected.

Not all the data represents service in a particular fiscal year. Grant periods do not always match DC government fiscal years. Some grant periods are for fewer than 12 months (to end with the end of a fiscal year) and others overlap fiscal years.

Agency-specific service numbers

The Commission on Arts and Humanities does not differentiate between children and youth served in and out of school. The number represented is a best estimate of youth served after school. That said the agency is interested in collecting data in a better way going forward.

The DC National Guard did not return requests for information.

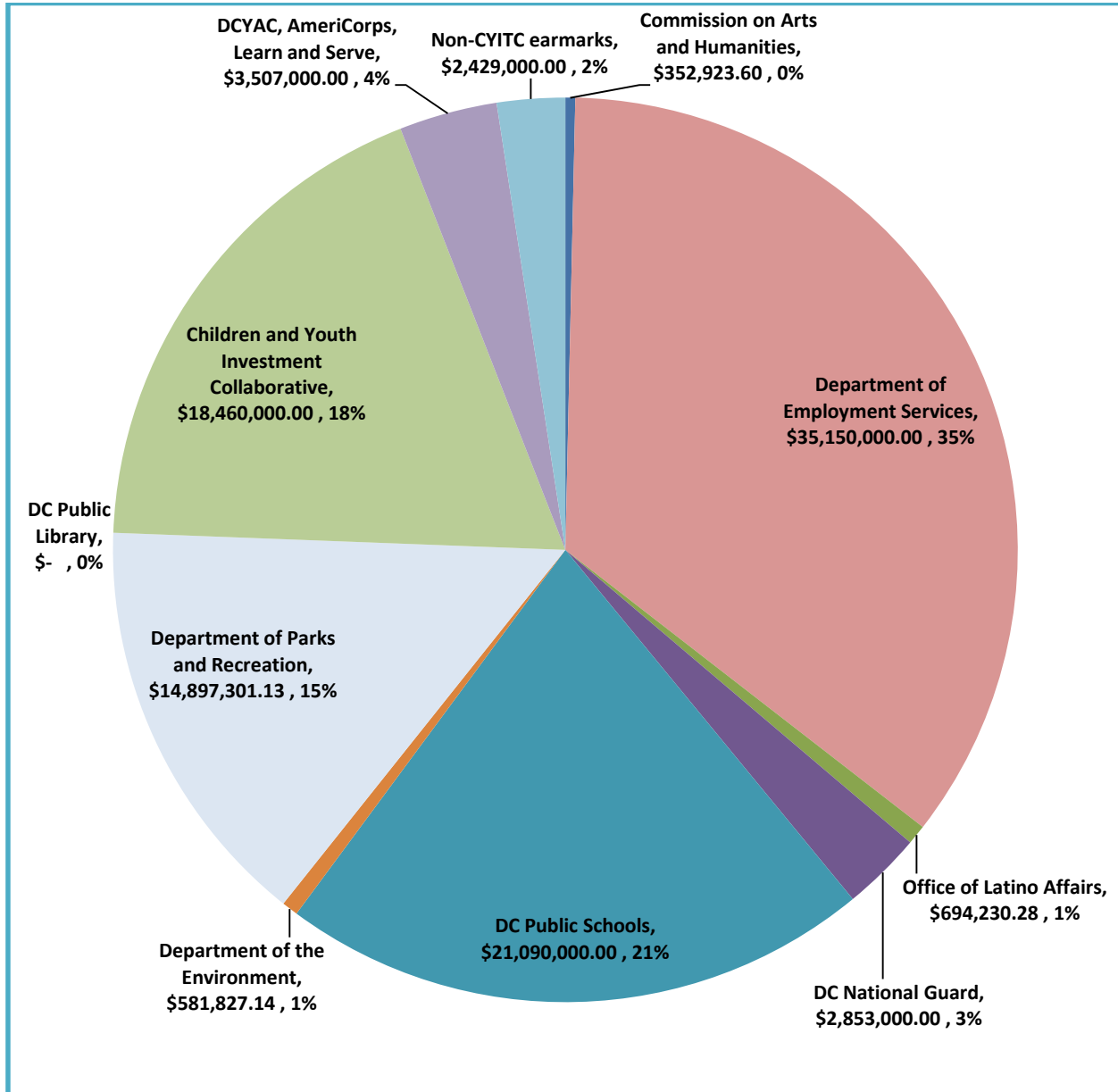
DC Public Schools was not able to provide the number of students served by the athletics program within the deadline for this project for previous school years.

The Department of Parks and Recreation did not provide data for the number of children and youth served.

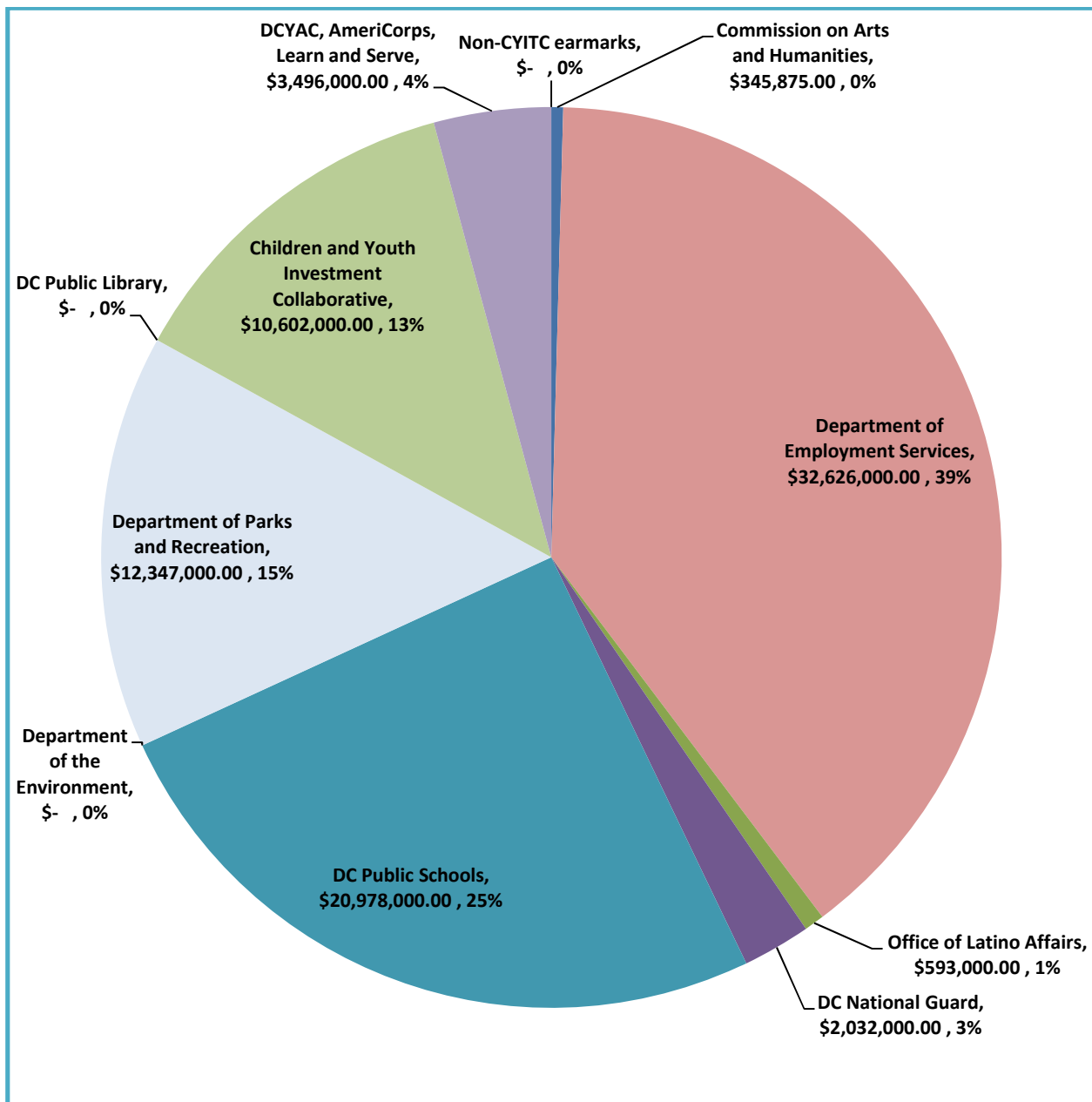
The DC Youth Advisory Council was able to provide data for youth served for the Gray Administration only. The YAC has reached additional youth through the regular mayoral town halls and school-based activities. Past records were not available to the program staff.

APPENDIX C:
Agency Budgets and Percentage of OST Approved Funding by Fiscal Year

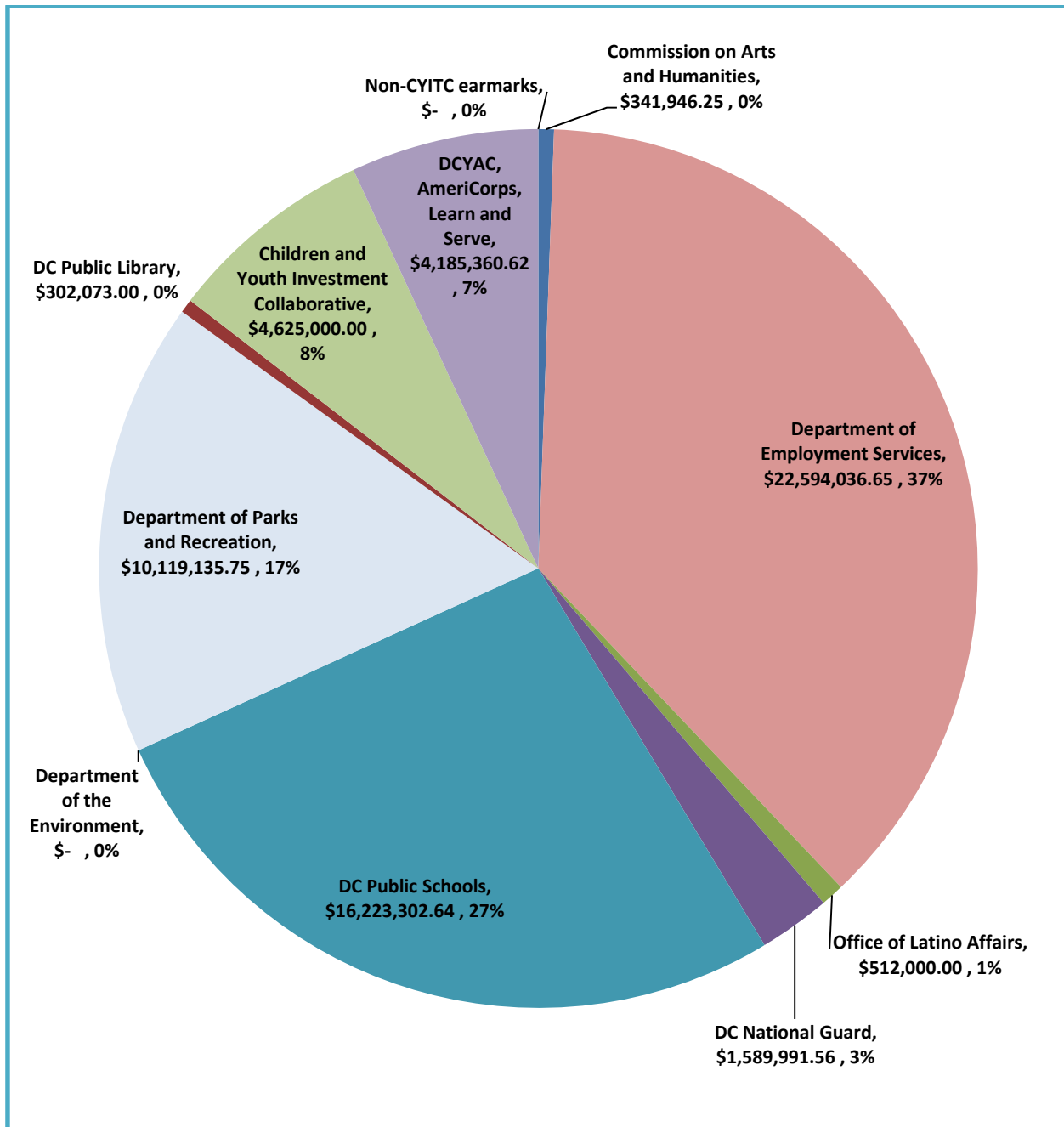
FY 2009 Approved Budget directed to OST by Agency and Percentage of Total



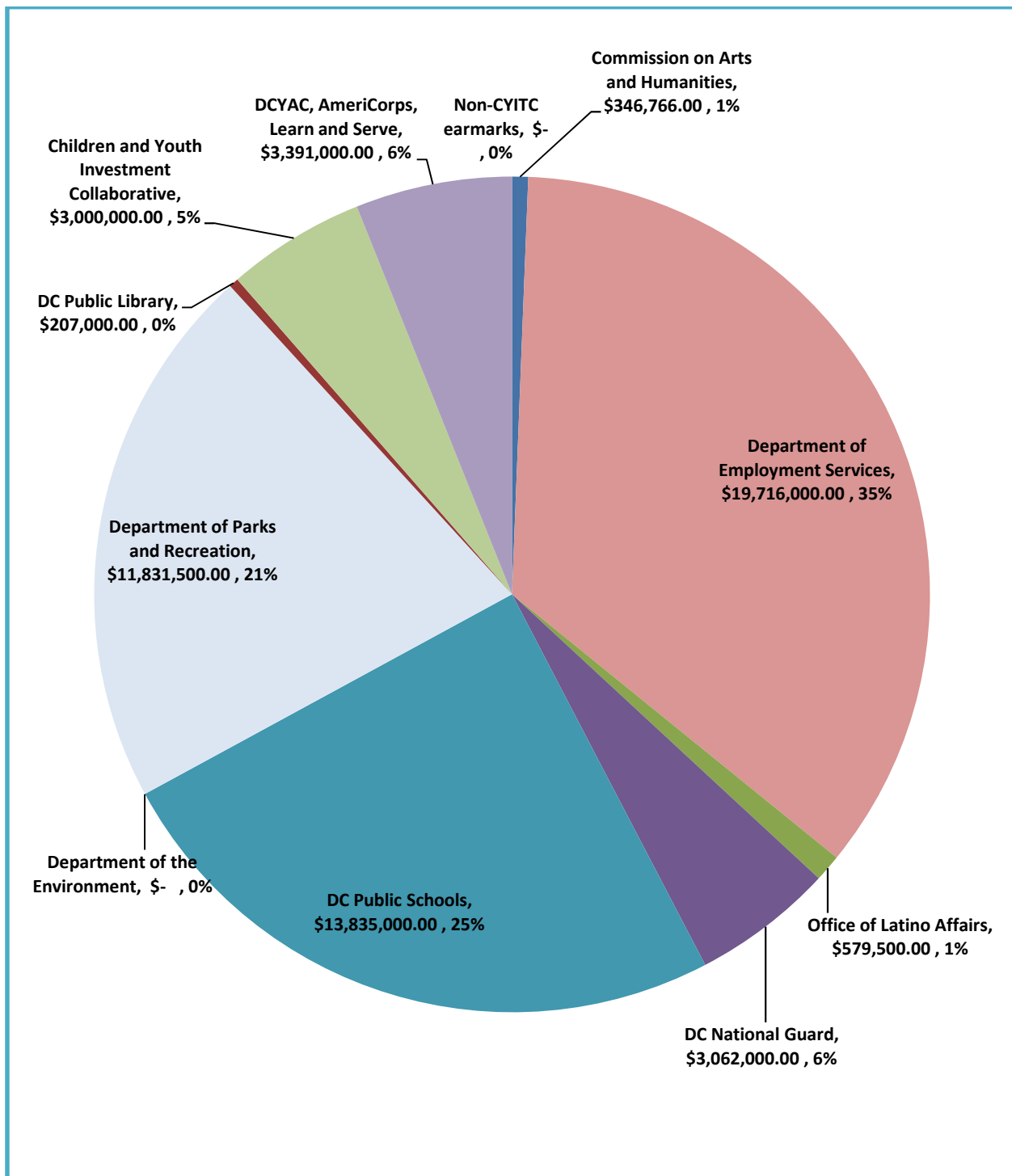
FY 2010 Approved Budget directed to OST by Agency and Percentage of Total



FY 2011 Approved Budget directed to OST by Agency and Percentage of Total



FY 2012 Approved Budget directed to OST by Agency and Percentage of Total



APPENDIX D: Title XXIV. Children and Youth Initiative

ENROLLED ORIGINAL

TITLE XXIII. ESTABLISHMENT OF TOBACCO SETTLEMENT TRUST FUND

Sec. 2301. Short title.

This title may be cited as the "Tobacco Settlement Trust Fund Establishment Act of 1999".

Sec. 2302. Establishment of Tobacco Settlement Trust Fund.

(a) There is established within the General Fund of the District of Columbia, a trust fund designated as the Tobacco Settlement Trust Fund ("Fund"), to which shall be credited, without regard to fiscal year limitation, all revenue owed and accruing to the District from the proceeds of the tobacco litigation settlement, except for the first \$16.05 million recognized as general fund revenue and already included in the base budget in FY 2000, and except for the second \$16.05 million which is allocated first to the reserve to replace funds allocated from the reserve to the fund pursuant to Title XX of this act. The Fund shall be continuing. Revenues deposited into the Fund shall not revert to the General Fund at the end of any fiscal year or at any other time, but shall be continually available, subject to authorization by Congress in an appropriations act.

Note, New
§ 6-135

New
§ 6-135

(b) Tobacco settlement monies received, or deposited into the Fund shall be used for the purposes set forth in legislation adopted by the Council.

Sec. 2303. Fiscal impact statement.

The FY 2000 budget assumes that the District will receive only 30% of the projected revenues from the Tobacco Settlement or approximately \$420 million over a 30-year period. This assumption has been made because the executive branch of the federal government asserted a claim against the tobacco settlement payments in proportion to the federal Medicaid match. The current Federal-District match rate is 70-30. To date, legislation has been approved by the U.S. Senate and is pending before the U.S. House of Representatives which would prohibit the federal government from recouping any share of the tobacco settlement funds. Should that legislation prevail, the District will receive approximately \$1 billion in additional revenue over 30 years from the Tobacco Settlement, for a total of \$1.4 billion.

Sec. 2304. Applicability.

This title shall apply as of October 1, 1999.

TITLE XXIV. CHILDREN AND YOUTH INITIATIVE

Sec. 2401. This title may be cited as the "Children and Youth Initiative Establishment Act of 1999".

ENROLLED ORIGINAL

Sec. 2402. There is established a Children and Youth Initiative ("Initiative") to provide out-of-school programs for District of Columbia children and youth.

Sec. 2403. The Mayor is authorized to make grants to a single non-service provider, non-profit organization of which at least 95% shall be used to make sub-grants for the purpose of providing services to District children, youth and their families, including, but not limited to, early childhood development opportunities, safe and enriching centers of learning in and out of school, and other training, recreational and educational services.

Sec. 2404. The Council provides \$15 million for FY 2000 from the reserve for the Initiative as a nonrecurring priority expenditure designed to improve child and youth development in the District of Columbia. The funds shall be available for conveyance to a non-service provider, nonprofit organization for the purposes identified in section 2403 when the Mayor has submitted to the Council for approval a resolution containing the following:

Note,
§§ 1-2601,
1-2621

(1) A needs assessment that identifies the kinds of services that are needed for children and youth;

(2) The bylaws of the non-service provider, nonprofit organization referred to in section 2403 that have been adopted and which provide that:

(A) The Board of Directors is composed of 7 members. Four members shall be appointed by the Mayor and 3 members shall be appointed by the Council;

(B) At least 4 government officials from related disciplines shall serve as non-voting advisors to the Board with the Mayor and Council appointing an equal number;

(C) On an annual basis, the Board shall develop a description of the specific outcomes for child and youth development in the District that address the problems and issues identified in an annual needs assessment;

(D) The Board develop an annual report that describes the nonprofit organization's performance in achieving stated outcomes;

(E) The grantee and sub-grantees provide any information, documents and reports relating to the grant required by the Mayor or a member of the Council with the proviso that non-compliance shall be grounds for grant termination;

(F) Each grant shall specify, on an annual basis, the specific performance measures that grants shall seek to achieve;

(G) A formal reporting mechanism be established to annually keep the community aware of the results being sought and achieved as this pertains to child and youth development; and

(H) A non-server provider, nonprofit entity has grant-making, administrative, and management procedures in place to ensure fiscal and programmatic accountability."

ENROLLED ORIGINAL

Sec. 2405. Fiscal impact statement.

There shall be designated \$15 million from the FY 2000 Budget (reserve unfunded), for implementation of this act.

TITLE XXV. FISCAL YEAR 1999 ALLOCATIONS

Sec. 2501. Short title.

This title may be cited as the "Allocation of Fiscal Year 1999 Infrastructure and Economic Development Funds Act of 1999".

Sec. 2502. The Council directs that certain Fiscal Year 1999 funds appropriated by Congress for infrastructure and economic development, shall be allocated by the Mayor as follows:

- (1) \$2,500,000 to the Department of Housing and Community Development for abatement of nuisance properties through the Homestead Program;
- (2) \$10,000,000 to the Department of Housing and Community Development for replenishment of the Housing Purchase Assistance Program Fund, which assists homebuyers in the District with downpayment and closing costs;
- (3) \$500,000 to the Department of Housing and Community Development for replenishment of the multi-unit rental housing rehabilitation revolving micro-loan fund of the non-profit Apartment Improvement Program;
- (4) \$1,000,000 to the Commission on Arts and the Humanities for projects related to District of Columbia neighborhoods involved in the Smithsonian Institution's 2000 Festival of American Folklife;
- (5) \$10,000,000 to the Department of Housing and Community Development for acquisition and development of distressed properties in mixed use areas ineligible for federal investment incentives or funds, to include \$75,000 for a community design charrette to assist in the disposition of the 25 acre former McMillan Sand Filter Treatment site in Ward 5;
- (6) \$1,000,000 to the Deputy Mayor for Planning and Economic Development for continuing support of the Washington DC Marketing Center;
- (7) \$500,000 to the Commission on Arts and the Humanities for a grant to the DC Humanities Council in recognition of the central role of the humanities in our city's economic and community revitalization; and
- (8) \$1,694,000 to the Deputy Mayor for Planning and Economic Development for support of the design, fabrication, installation and maintenance for 6 years of approximately 1000 citywide directional signs and maps.

Endnotes

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² Office of Planning, *District of Columbia Population by Single Age by Ward: Year 2010* (Washington, DC: Office of Planning, 2010). Original source: U.S. Census Bureau, 2010 Census. *Note: This data is not available online but other age-related data is. Go to* <http://planning.dc.gov/DC/Planning/DC+Data+and+Maps/DC+Data/Census+2010+Data>.

³ American Youth Policy Forum, *Helping Youth Succeed Through Out-of-School Time Programs* (Washington, DC, January 2006) <http://www.aypf.org/publications/HelpingYouthOST2006.pdf> accessed January 20, 2012.

⁴ Beth M. Miller, Ph.D. *Critical Hours: Afterschool Programs and Educational Success* (Boston, MA: Nellie Mae Education Foundation, May 2003) http://www.nmeftn.org/uploads/Critical_Hours.pdf accessed January 20, 2012.

⁵ Fight Crime: Invest in Kids *From America's Front Line Against Crime: A School and Youth Violence Prevention Plan* (Washington, DC, January 2006) <http://www.fightcrime.org/sites/default/files/reports/NAT%20SYVPP.pdf> accessed January 20, 2012.

⁶ DC Children and Youth Investment Trust Corporation, <http://www.cyitc.org/research/default.asp> accessed January 20, 2012.

⁷ DC Children and Youth Investment Trust Corporation, <http://cyitc.org/resources/bestpractices.asp> accessed January 20, 2012.

⁸ American Youth Policy Forum, *Helping Youth Succeed Through Out-of-School Time Programs* (Washington, DC, January 2006) 5. <http://www.aypf.org/publications/HelpingYouthOST2006.pdf> accessed January 20, 2012.

⁹ Charles Kolb, *Budget Priorities: Putting Our Children First* (Huffington Post, February 24, 2011) http://www.huffingtonpost.com/charles-kolb/budget-priorities-putting_b_827968.html accessed January 27, 2012.

¹⁰ This analysis counts FY 2009 earmarks directed to seven agencies: Commission on Arts and Humanities, Department of Human Services, Department of Employment Services, Deputy Mayor for Planning and Economic Development, Department of Parks and Recreation, Justice Grants Administration, and Metropolitan Police Department.

¹¹ Agencies receiving non-CYITC directed earmarks were: DC Youth Orchestra, Melvin Deal (African Heritage Dancers and Drummers), Northeast Performing Arts Group, Asian American LEAD, Byte Back, Field of Dreams, Keely's District Boxing and Youth Center, Sports for Kids, Boys and Girls Club, Time Dollar Youth Court, and Camp Brown. PR18-217, "Council Contracts and Grants Investigation Authorization Resolution Of 2009" (enrolled version) <http://dcclims1.dccouncil.us/images/00001/20090727105752.pdf> accessed February 8, 2012.

¹² Kathryn Baer, *Fenty Raids TANF Funds To Shore Up Summer Youth Jobs Budget* (Washington, DC: Poverty & Policy, August 1, 2010) <https://povertyandpolicy.wordpress.com/2010/08/01/fenty-raids-tanf-funds-to-shore-up-summer-youth-jobs-budget/> accessed January 31, 2012.

¹³ Nikita Stewart, *Council rejects Fenty's bid to extend summer jobs* (Washington, DC: Post, August 3, 2010) http://voices.washingtonpost.com/dc/2010/08/in_a_9_to_2_vote_tuesday_the_d.html accessed February 8, 2012.

¹⁴ DC Children and Youth Investment Trust Corporation, *Needs and Assets Assessment of Washington, DC Youth Executive Summary December 2011* (Washington, DC: DC Children and Youth Investment Trust Corporation, 2011) 22, <http://cyitc.org/elements/file/Needs%20Assessment%20Executive%20Summary.pdf> accessed February 20, 2012.

¹⁵ Agencies receiving non-CYITC directed earmarks were: DC Youth Orchestra, Melvin Deal (African Heritage Dancers and Drummers), Northeast Performing Arts Group, Asian American LEAD, Byte Back, Field of Dreams, Keely's District Boxing and Youth Center, Sports for Kids, Boys and Girls Club, Time Dollar Youth Court, and Camp Brown.

¹⁶ PR18-217, "Council Contracts and Grants Investigation Authorization Resolution Of 2009" <http://dcclims1.dccouncil.us/images/00001/20090727105752.pdf> accessed February 8, 2012.

¹⁷ Data was not provided by the DC National Guard. The Department of Parks and Recreation and DC Public Library did respond to the initial request but did not ultimately provide data. DC Public Schools made an effort to report the athletics data for FYs 2009, 2010, and 2011 but they did not have the time to research. The After-school data provided by DCPS represents Average Daily Attendance (ADA) and not the number of children and youth registered for the programs. The Department of the Environment has not finalized the program for the FY 2012 summer program

and so the information is not available. AmeriCorps and DCYAC were moved to EOM in FY 2011. For ease of reporting in this table, the figures for these Activities are shown in EOM. They are disaggregated in Appendix B.

¹⁸ The number of children and youth served is for the DC Children and Youth Investment Trust Corporation. Children and Youth Investment Collaborative is a mechanism to pass government funds to CYITC.

¹⁹ This is year-round only. Summer is not included as there is no money for summer programming as of this writing.

²⁰ Given the time constraints associated with writing this analysis and the challenges some agencies had in reporting the actual number served, the author chose not to ask for the approved numbers to be served for FYs 2009 - 2011.

²¹ B18-0203, "Fiscal Year 2010 Budget Support Act of 2009" p 14

<http://dcclims1.dccouncil.us/images/00001/20091210140046.pdf> accessed February 7, 2012.

²² Department of Employment Services, conversation with staff February 2012.

²³ DC Positive Youth Development Task Force, The value of and need for a positive youth development approach in the District of Columbia (Washington, DC, April 2005).

²⁴ "The high share of teenagers in Ward 2 is presumably driven by enrollments at Georgetown University and George Washington University." Analysis by Nisha Sachdev, An Evaluation of the DC Summer Youth Employment Program (Washington, DC: George Washington University, 2012).

²⁵ No author, Targeting Resources for Better Results (Washington, DC, no date).

²⁶ Facilities (FY 2012): "Nonprofits funded by DC Children and Youth Investment Trust Corporation FY 2012 (year-round programs)" data from communication from DC Children and Youth Investment Trust Corporation (January 26, 2012).

DC Public Library data garnered using DC government Citizen Atlas tool, online here:

<http://citizenatlas.dc.gov/atlasapps/repothometab.aspx?QString> . DC Public Schools data gathered by using the DCPS

"Find a School" tool, online here: <http://profiles.dcps.dc.gov/> . Department of Parks and Recreation information

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²⁷ DC Children and Youth Investment Trust Corporation, Map of Resources (Washington, DC: DC Children and Youth Investment Trust Corporation, no date).

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²⁹ Sinead Keegan and Duncan Chaplin, Creating a Seamless Web of Services for Youth:

The DC Children and Youth Investment Partnership (Washington, DC: The Urban Institute, 2002) 4,

http://www.urban.org/uploadedpdf/410410_DC-CYIP.pdf accessed February 5, 2012.

³⁰ DC Children and Youth Investment Trust Corporation, PAAS 2.0 (Washington, DC: DC Children and Youth Investment Trust Corporation, no date)

<http://cyitc.org/elements/file/Grantee%20Institute%202010/FY11%20PAAS%202.0%20Presentation.pdf> accessed February 13, 2012.

³¹ Information about Project My Time: <http://www.projectmytime.org/> .

³² DC Children and Youth Investment Trust Corporation, 2010 Evaluation Update (Washington, DC: DC Children and Youth Investment Trust Corporation, no date).

³³ Harvard Family Research Project, After School Programs in the 21st Century. Potential and What It Takes to Achieve It (Cambridge, MA: Harvard Graduate School of Education, 2008) 5, http://ga.youthprise.org/wp-content/uploads/2011/12/HFRP_OSTissuebrief10.pdf accessed February 2, 2012.

³⁴ DC Children and Youth Investment Trust Corporation, 2010 Evaluation Update (Washington, DC: DC Children and Youth Investment Trust Corporation, no date) and DC Children and Youth Investment Trust Corporation, Trust

Evaluation Update (Washington, DC: DC Children and Youth Investment Trust Corporation, no date).

³⁵ DC Children and Youth Investment Trust Corporation, Needs and Assets Assessment of Washington, DC Youth Executive Summary December 2011 (Washington, DC: DC Children and Youth Investment Trust Corporation, 2011) 2,

<http://cyitc.org/elements/file/Needs%20Assessment%20Executive%20Summary.pdf> accessed February 20, 2012.

³⁶ DC Children and Youth Investment Trust Corporation, Needs and Assets Assessment of Washington, DC Youth Executive Summary December 2011 (Washington, DC: DC Children and Youth Investment Trust Corporation, 2011) 20-21, <http://cyitc.org/elements/file/Needs%20Assessment%20Executive%20Summary.pdf> accessed February 20, 2012.

³⁷ Brenda Donald Walker and Edward Reiskin, D.C. Youth Development Strategy Implementation Plan (Washington, DC: Government of the District of Columbia, December 2005) 2.

³⁸ District of Columbia Department of Health and District of Columbia Department of Human Services, Notice of Final Rulemaking (Washington, DC: Office of Documents and Issuances in the Office of the Secretary, April 27, 2007) http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/611_Licensing_Regulations_29_DCMR_3_0.pdf accessed January 27, 2012.

³⁹ B13-0161 "Service Improvement and Fiscal Year 2000 Budget Support Act of 1999" p 35 <http://dcclims1.dccouncil.us/images/00001/20120131163924.pdf> accessed February 5, 2012.

⁴⁰ Mayor of the District of Columbia, Our City, Our Future, FY 2000 Key Budget Issues (Washington, DC: DC government, March 15, 1999) A-2.

⁴¹ B13-0161 "Service Improvement and Fiscal Year 2000 Budget Support Act of 1999" p 36 <http://dcclims1.dccouncil.us/images/00001/20120131163924.pdf> accessed February 5, 2012.

⁴² Government of the District of Columbia, FY 2003 Proposed Budget and Financial Plan Our City, Our Future (Washington, DC: DC government, June 4, 2002) E-87 http://cfo.dc.gov/cfo/frames.asp?doc=/cfo/LIB/cfo/budget/2003/pdf/pbfp_03_e_hss.pdf&open=|33210| accessed February 7, 2012.

⁴³ The Government of the District of Columbia, FY 2012 Proposed Budget and Financial Plan (Washington, DC: DC government, June 4, 2002) E-129 http://cfo.dc.gov/cfo/frames.asp?doc=/cfo/lib/cfo/budget/fy2012/volume_3_-_agency_chapters_part_ii_web.pdf accessed February 13, 2012.

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⁴⁶ Committee on Government Operations, Report on Bill 16-107, the "Mayor's Youth Leadership Institute Act of 2005" (Washington, DC: Council of the District of Columbia, May 31, 2005) <http://dcclims1.dccouncil.us/images/00001/20050718164802.pdf> accessed January 27, 2012.

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⁴⁹ B16-0679 "Fiscal Year 2007 Budget Support Act of 2006" <http://dcclims1.dccouncil.us/images/00001/20060727152635.pdf> accessed January 31, 2012.

⁵⁰ Office of the Deputy Mayor for Children, Youth, Families and Elders, Effective Youth Development: A Strategy to Prevent Juvenile Homicides and Youth Violence (Washington, DC: Government of the District of Columbia, March 2005) <http://www.keepandshare.com/doc/3552522/final-odmcyfe-youth-development-strategy3-15-05-final-pdf-february-13-2012-5-51-pm-297k?da=y> accessed February 13, 2012 and Office of the Deputy Mayor for Children, Youth, Families and Elders, Effective Youth Development: A Strategy To Ensure District Youth Grow Up Problem-Free, Fully Prepared and Fully Engaged Working Paper Revised 10/1/05 (Washington, DC: Government of the District of Columbia, October 1, 2005) <http://www.keepandshare.com/doc/2972406/eyd-strategyrevision10-1-05-doc-july-10-2011-5-03-pm-337k?da=y> accessed January 29, 2012.

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⁵⁶ http://dcps.dc.gov/DCPS/Files/downloads/BeyondtheClassroom/CBO_Catalogue_2010%28v3%29_FINAL.pdf accessed January 27, 2012.

⁵⁷ DC Children and Youth Investment Trust Corp. was a member of the coalition. Other members included DC Action for Children, The Moriah Fund, and DC Alliance of Youth Advocates.

⁵⁸ More information is online: <http://theyacdc.blogspot.com/>

⁵⁹ More information is online:

http://mpdc.dc.gov/mpdc/cwp/view,a,1242,q,567962,mpdcNav_GID,1523,mpdcNav,l.asp

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<http://www.financeproject.org/publications/InvestmentsInBuildingOSTSystems.pdf> accessed February 12, 2012.

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⁶³ Office of Planning, *District of Columbia Population by Single Age by Ward: Year 2010* (Washington, DC: Office of Planning, 2010). Original source: U.S. Census Bureau, 2010 Census. *Note: This data is not available online but other age-related data is. Go to* <http://planning.dc.gov/DC/Planning/DC+Data+and+Maps/DC+Data/Census+2010+Data> .